



# Community Communications Strategy

Sydney Metro - Western Sydney Airport  
Surface and Civil Alignment Works Package

<b>Author:</b>	Jennifer Ross, Community Engagement Manager, CPBUI JV
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# CCS requirements

**Table 1 – Requirements of the CCS**

Requirement	Reference	Review	Approve
<b>General specification requirements</b>			
<b>Section 5 – plans and reporting</b>			
Community Communications Strategy	Section 1		
Monthly progress report	Section 2, Table 4		
Stakeholder and community engagement report	Section 2, Table 4		
Communication process for property condition surveys	Section 11.5		
Communications process for property records register	Section 11.5		
Communication process for access to private property	Section 11.6.		
Communication process for site investigations	Section 11.7		
<b>Section 6 – community and stakeholder engagement</b>			
Commitment to general obligations including timeframes and notification	Section 6.3		
Roles and responsibilities including stakeholder and community engagement personnel	Section 2		
Information to the Principal's Representative	Section 2.3, Table 4		
Communications Interface Coordination Group	Section 5.1		
Community information sessions	Section 10.4, Table 9		
Public Communication Material (PCM)	Section 10.2, Table 8		
Marketing and Promotional Material (MPM)	Section 2, Table 3		
Site boundary hoarding, sheds, walls, and fences	Sector 3.2		
Branding and logos	Section 10.3		
Community display material	Section 10.2, Table 8		
Animations	Section 10.2, Table 8 Section 11.9		
Community engagement database	Section 4.4		
Enquiries and complaints management process	Section 7 Section 11.1		
Media and government relations process	Section 11.2		
Crisis and incident communication procedures	Appendix C		
Site visit and event requirements	Section 11.14		
Photography and filming requirements	Section 11.9		
Site inductions and training	Section 10.4		
<b>Overarching Community Communication Strategy requirements</b>			
Values including alignment with Sydney Metro values	Section 1		

Requirement	Reference	Review	Approve
Approach to community and stakeholder engagement	Section 4		
Relationship of the CCS to other plans in the communication hierarchy and environmental management framework	Section 1.8		
Objectives	Section 1.7		
Site specific stakeholder scan	Appendix A		
Site specific community scan, including community demographics	Appendix A		
Communication approaches for key demographics including CALD as required	Section 4 Section 4.2		
Site specific business scan	Appendix A		
Process for identification of small businesses that may qualify under the small business owner's engagement plan	Section 8		
Communication tools	Section 10		
Site specific communication coordination plans (cumulative impacts)	Section 4.3		
Complaint management processes across nearby projects including processes for resolving any property damage complaints	Section 7		
Site establishment communication action plan (per site)	Section 4.5 and site-specific sub-plans		
Site specific issues identification and mitigation measures	Appendix A and site-specific sub-plans		
Process for managing communication around cumulative impacts, including resolving any property damage complaints	Section 4.3		
Process for evaluating and updating the CCS as per requirements of the OCCS	Section 11.8		
Process for reporting on businesses engagement as per the OCCS	Section 8.2		
<b>Conditions of approval – Part B</b>			
B1 – Community Communication – OCCS	Section 1.1		
B2 – B10 – Complaints Register	Section 4.4 and Section 8		
B11 – Provision of Electronic Information	Section 6.3 and throughout this document		
E57 – Out-of-hours works – Community Consultation Outcomes on Respite	Section 11.10		
REMM SE1 - Social and economic initiatives	Section 1.6 and separate Community Benefits Plan		
REMM SE3 – stakeholders affected by property acquisition (minimise disruption)	Section 6.2 and Table 9		
<b>Other requirements</b>			

Requirement	Reference	Review	Approve
Communication process for unexpected finds during demolition	N/A – no building demolition to take place on this project		
Identification of key potential community and stakeholder issues relating to the construction scope of works	Appendix A		
Communication approach for managing respite including alternative accommodation	Section 11.10		

## Definitions

Term	Description
CCS	Community Communications Strategy
CEMP	Construction Environmental Management Plan
CHMP	Construction Heritage Management Plan
CICG	Communications Interface Coordination Group
CIP	Cumulative Impacts Plan
CNVMP	Construction Noise and Vibration Management Plan
CoA	Conditions of Approval
CPBUI JV	CPB Contractors United Infrastructure Joint Venture
CPM	Community Place Manager
CSSI	Critical State Significant Infrastructure
CTMP	Construction Traffic Management Plan
DPE	Department of Planning and Environment
EPA	NSW Environment Protection Authority
EPL	Environment Protection Licence
ISC	Infrastructure Sustainability Council
LGA	Local Government Area
LOTE	Languages other than English
OCCS	Overarching Community Communications Strategy
OOH	Out-of-hours
Project	Sydney Metro – Western Sydney Airport
REF	Review of Environmental Factors
RFT	Request for Tender
RID	Rail Integration Plan
SBT works	Station Boxes and Tunnelling works
SCAW	Surface and Civil Alignment Works
SCEM	Stakeholder and Community Engagement Manager



SLT	Senior Leadership Team
SMF	Stabling and Maintenance Facility
SSTOM	Stations, Systems, Trains, Operations and Maintenance Works
STEM	Science, Technology, Engineering and Mathematics
TCG	Traffic Coordination Group
TfNSW	Transport for NSW
TMC	Transport Management Centre
TMP	Traffic Management Plan
TTLG	Traffic and Transport Liaison Group
WCAG	Web Content Accessibility Guidelines
WPCA	Western Parkland City Authority
WSACo	Western Sydney Airport Corporation
WSI	Western Sydney International Airport

# 1 Introduction

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## 1.1 Purpose

The Community Communications Strategy (CCS) describes CPB United Infrastructure Joint Venture (CPBUI JV) communication and engagement approach for the Sydney Metro – Western Sydney Airport Surface and Civil Alignment Works (SCAW).

The document also ensures alignment with the overall CPBUI JV approach to the SCAW works with the Sydney Metro – Western Sydney Airport Project's Conditions of Approval as they relate to the communications and stakeholder function.

This document sets out all required strategies and actions as stipulated in Sydney Metro's Overarching Community Communications Strategy (OCCS), Project Deed and to Sydney Metro's plans and policies as they relate to communications and community engagement.

The overall intent is to ensure a seamless, coordinated, and timely approach to all required actions and outputs.

## 1.2 Integrated, aligned and collaborative approach

CPBUI JV's objective is to work collaboratively with Sydney Metro to deliver a genuine engagement and communications plan that seeks to educate and enthuse all stakeholders and encourage engagement with the project.

The CCS also details the internal functions and actions required to ensure the CPBUI JV develops the information and collateral required to support effective communication and engagement.

CPBUI JV will take the lead on stakeholder and community engagement and provide appropriate resources to undertake stakeholder and community engagement.

CPBUI JV will provide information about its SCAW Contractor's Activities in regular Progress Reports on a two week and one month basis.

In particular, CPBUI JV will:

- Manage and coordinate stakeholder and community engagement in relation to the SCAW Contractor's Activities
- Support and work cooperatively with Sydney Metro to provide a coordinated approach to stakeholder and community engagement, that is consistent across the stakeholders and communities affected by the SCAW Contractor's Activities and other interfacing Contractor's activities
- Enhance and protect the reputation of the NSW and Australian governments and Sydney Metro in delivery of the SCAW Contractor's obligations under the Project's General Specifications
- Make appropriate senior personnel and subject matter experts available to attend meetings with the community or other stakeholders, or provide input to responses to the media and other stakeholders as required or requested by the Principal.

CPBUI JV understands there are a number of sensitive stakeholders in the Orchard Hills and Luddenham areas. Our approach to SCAW will benefit from work on other projects in the Orchard Hills area, with which we have a connection.

This includes collaborating and aligning with the Station Box and Tunnelling Contractor – CPB Contractors and Ghella (CPBG). We have the unique opportunity to meet and understand the needs of local people, businesses, and stakeholders through this

collaboration as we will share information and take steps to ensure we are communicating as one under the Sydney Metro brand.

Similarly we are in a position where we can work with the construction team delivering the M12 West Motorway to coordinate communications especially in the section from Luddenham to the Airport.

### 1.3 Working with stakeholders to deliver the future

CPBUI JV will ensure it acts positively and proactively with the community to bring them on our SCAW journey. The customer is our focus.

We have a proven track record from a range of previous Sydney Metro projects in delivering effective community engagement and stakeholder engagement campaigns.

### 1.4 IAP2 Spectrum

CPBUI JV has designed its communications plan to align with the IAP2 Spectrum, shown in Figure 1 below.

## IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 1 – IAP2 Spectrum of Public Participation

The IAP2 Spectrum provides a framework for the various levels of participation from the community and stakeholders depending on goals, interest, resources and levels of concern.

It has been incorporated into the tools, activities and goals of this plan.

## **1.5 Avoiding and minimising disruption and addressing concerns**

CPBUI JV aims to minimise disruption, delay, and inconvenience to the surrounding and wider community and stakeholders during construction. We will do this by:

- mitigating construction impacts, particularly out-of-hours
- mitigate the impact of noise, dust, and vibration where possible
- maintain public safety
- manage heavy vehicle movements and traffic congestion on local roads
- maintain access to public transport and recreation areas
- minimise impacts on nearby businesses
- work with other projects in the area to minimise cumulative impacts
- be transparent throughout the duration of the SCAW works.

## **1.6 Investing in communities**

CPBUI JV is motivated to leave a lasting and positive legacy following the completion of construction. A Community Benefits Implementation Plan has been developed that involves administration by the Sustainability and Community and Stakeholder Engagement teams. By working together, the two teams can identify communities and understand their needs. This will enable us to develop creative initiatives that are targeted, fulfill a need and leave that lasting positive legacy.

Initiatives may include:

a community garden to be located at the SCAW main site compound - 1793 Elizabeth Drive, Badgerys Creek

school program to encourage participation in the STEM subjects

waste recycling into useful community infrastructure (plastic into garden benches).

The Community Benefits Plan is a part of the Project's Sustainability Management Plan (SMWSASCA-CPU-1NL-NL000-SB-PLN-000001). The purpose of the Community Benefits Plan is to identify and plan programs that, (i) meet community needs, (ii) engage with stakeholders such as subject-matter experts; and identify challenges and risks.

Programs will be developed in accordance with Project Contract General Specifications.

## **1.7 Communication and engagement objectives**

The objective of this strategy is to:

Plan and coordinate all communications and engagement activities to effectively undertake multi-faceted communications and engagement across all stakeholder groups

Meet the conditions and requirements for communication and stakeholder engagement as stipulated in the Project's Conditions of Approval.

Work to mitigate and manage project impacts on stakeholders and the community where possible

Minimise project impacts on local businesses recognising specific needs and requirements

Provide adequate, timely and coordinated stakeholder and community communication and engagement

Help all stakeholders better understand project construction including activities and the objectives, benefits, potential impacts and expected outcomes

Be consistent with other Sydney Metro project communications and engagement

Act as a conduit and advocate between the project team and the broader community and coordinate approach to manage project enquiries and complaints with interface projects where appropriate

Inform and engage with stakeholders about the project via multiple channels

Consistently deliver good news about the project via delivery of a structured plan

Educate stakeholders about the benefits and opportunities

Collaborate with other agencies to present a unified, positive image and manage cumulative impacts

Ensure that the CPBUI JV and its personnel, as well as subcontractor personnel and their associates comply with all relevant terms and conditions including:

Sydney Metro's Overarching Community Communications Strategy (OCCS)

This Community Communications Strategy

The Transport for NSW Social Media Policy

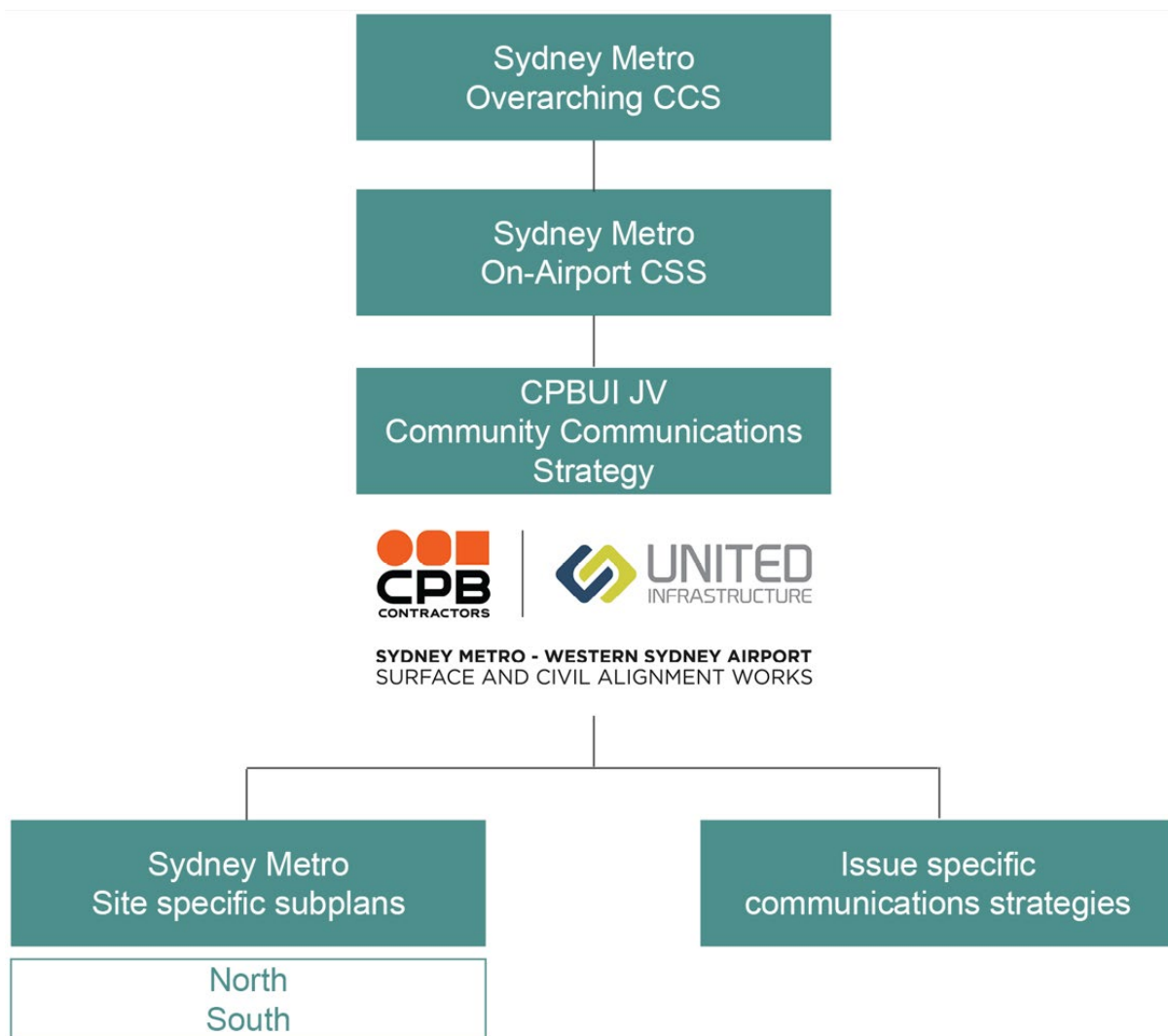
Meet the accessibility requirements for Web Content Accessibility Guidelines endorsed by the Australian Government, for all documents required to be made public.

## **1.8 Strategy structure and interface with other plans**

The SCAW works Project Management Plan shows how the CCS and its sub-plans interface with other management plans, including the Construction Environmental Management Plan (CEMP). This CCS and the site-specific sub-plans for the SCAW construction sites are structured as shown in Figure 2.

This plan and its sub plans interface with other CPBUI JV management plans including:

- The Place, Urban Design and Corridor Landscape Plan (PUDCLP)
- Construction Environmental Management Plan (CEMP)
- Construction Traffic Management Plan (CMP)
- Detailed Construction Noise and Vibration Standard (DCNVS)
- Applicable contract specific management plans



**Figure 2 – CCS and site-specific plans structure**

## 1.9 Further development and availability of the strategy

The CPBUI JV is committed to continual improvement, which includes considering and addressing lessons learned. This initial CCS and its sub-plans will be reviewed at intervals not exceeding six months throughout the works and updated, if necessary, to address changes in the design and construction program and emerging and dynamic stakeholder and community needs.

Each revision of the CCS will be submitted electronically to Sydney Metro in PDF format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG) V2.0. The CCS will also be available to the public on the project website and Sydney Metro website.

## 2 People and collaboration

### 2.1 Project Stakeholder and Community Engagement team

The CPBUI JV Stakeholder and Community Engagement function is integrated with the senior leadership team. The Stakeholder and Community Engagement Manager reports directly to the Project Director, ensuring this discipline has access to all senior team leaders and is empowered to play an active role informing the decision-making process.



**Figure 3 – SCAW Stakeholder and Community Engagement Organisation Structure**

The Stakeholder and Community Engagement Manager is the discipline lead and reports directly to the Project Director. This role leads the Stakeholder and Community Engagement team with the Public Affairs and Events Manager as the second lead.

The team also includes a Community Place Manager, a Public Affairs and Events Coordinator and Communications Coordinator.

The team is highly experienced and draws on their knowledge and skills on major infrastructure projects along with work currently being undertaken in Western Sydney.

All roles report directly to the Stakeholder and Community Engagement Manager.

The Community Place Manager will work with the construction team and alert that team to potential issues and advise on how to minimise impacts. The Community Place Manager will interact directly with local stakeholders and communities and implement the site-specific sub-plans.

The roles and responsibilities of the stakeholder and community engagement team members are outlined in Table 2.

**Table 2: Stakeholder and Community Engagement team**

Role	Key stakeholder and community engagement responsibilities
Stakeholder and Community Engagement Manager	<ul style="list-style-type: none"> <li>• Lead the creation of a consultative and proactive culture that ensures proactive communication</li> <li>• Develop and implement this CCS for the SCAW works</li> <li>• Oversee site specific communications and complaints management</li> <li>• Oversee media and events management</li> <li>• Oversee communications reporting</li> <li>• Ensure ISC requirements are met</li> <li>• Manage Planning Approvals and EPL compliance</li> <li>• Manage relationships with key stakeholders and other contractors' project communications teams.</li> </ul>
Public Affairs and Events Manager	<ul style="list-style-type: none"> <li>• Lead the communications and events team</li> <li>• Collaborate with Sydney Metro on photography and events</li> <li>• Produce high quality digital resources, website, social media, display, print, electronic and broadcast material</li> <li>• Manage photography, filming, animations, and public information specifications</li> <li>• Manage the media milestone and event plan and all site visits</li> <li>• Provide media and issues management support to Sydney Metro.</li> </ul>
Community Place Manager	<ul style="list-style-type: none"> <li>• Accountable for stakeholder and community relationships, advice and engagement associated with the construction sites</li> <li>• Identify stakeholder and community issues and recommend strategies to respond, prevent complaints and minimise impacts</li> <li>• Complete records of stakeholder contacts and reports, ensuring compliant complaints management in line with the EPL and Planning Approvals and Sydney Metro's Construction Complaints Management System</li> <li>• Prepare community notifications and construction updates</li> <li>• Undertake face-to-face consultation with stakeholders and community members, including consultation where relevant</li> <li>• Arrange site-based information sessions, site visits and local inductions on community and stakeholder issues and support open day planning</li> <li>• Be available for community events and contact by Sydney Metro, the community, and other stakeholders to answer questions and manage complaints, as well as to meet with community stakeholders on request</li> <li>• Develop and oversee implementation of community benefit initiatives</li> <li>• Delivery of site-specific sub-plans</li> </ul>



Public Affairs and Events Coordinator	<ul style="list-style-type: none"> <li>• Prepare photography and filming specifications</li> <li>• Arrange access for Sydney Metro site visits, photography, and filming</li> <li>• Manage and arrange progress photography, filming and time-lapse</li> <li>• Arrange open days and events, pre-visits, and detailed run-sheets</li> <li>• Ensure talent releases and safety approvals are obtained</li> <li>• File approved digital assets.</li> </ul>
Communications Coordinator	<ul style="list-style-type: none"> <li>• Prepare meeting agendas and minutes, maintain records and coordinate reports</li> <li>• Arrange community mitigation measures</li> <li>• Oversee the complaint management system and reports</li> </ul>

We are building on Sydney Metro’s world-class community engagement programs, working collaboratively with Sydney Metro and the greater Western Sydney community. We will take stakeholders on the journey with us, allowing them to feel connected with the Project and take ownership of this unique piece of infrastructure.

The Community Place Manager has completed NSW Ombudsman complaint management training. Where required, other team members will also undertake IAP2 training. This ensures team members have current up-to-date skills and knowledge to carry them over for the duration of the Project.

Key representatives of our cross-functional team will assist the Stakeholder and Community Engagement team to provide accessible information about forthcoming work to enable targeted communications at the right time.

**Table 3 - Stakeholder and community engagement responsibilities of the project team members**

Project role	Key stakeholder and community engagement responsibilities
Project Director	<ul style="list-style-type: none"> <li>• Allocate sufficient resources and authorisation to the Stakeholder and Community Engagement Manager to meet the community liaison and stakeholder obligations</li> <li>• The project director will stay informed of emerging issues and support open dialog with Sydney Metro.</li> </ul>
Senior Engineering Manager Design managers	<ul style="list-style-type: none"> <li>• Provide leadership to design teams to encourage the adoption of ‘safety-in-design’ principles</li> <li>• Develop designs that minimise impacts and respond to reasonable community requirements.</li> </ul>
Construction Manager Project Managers	<ul style="list-style-type: none"> <li>• Provide leadership to construction teams to ensure activities are managed to minimise impacts and respond to reasonable community requirements</li> <li>• Available to participate in key consultation, communication, and site access activities</li> <li>• Make appropriate allowances for community notifications in works programs.</li> </ul>
Design Manager	<ul style="list-style-type: none"> <li>• Available to participate in key consultation, communication, and site access activities</li> <li>• Support and inform the development of communications and community information materials.</li> </ul>

Project role	Key stakeholder and community engagement responsibilities
Work Health and Safety Manager Safety team	<ul style="list-style-type: none"> <li>• Review safety documentation including Safe Work Method Statements to uphold the safety of our workforce, neighbours, and road users</li> <li>• Assist to identify community impacts during activity reviews and recommend preventative solutions or processes.</li> </ul>
Transport Logistics Supervisor	<ul style="list-style-type: none"> <li>• Support and inform the development of communications and community information materials</li> <li>• Assist in issues management activities</li> <li>• Available to participate in key consultation, communication, and site access activities</li> <li>• Provide timely advice about the delivery of prefabricated materials to support photography and video recording activities.</li> </ul>
Environmental Manager  Environmental team and consultants	<ul style="list-style-type: none"> <li>• Manage all consultation with authorities and agencies as required in conjunction with Sydney Metro</li> <li>• Oversee the investigation of all environmental complaints and reporting to EPA</li> <li>• Provide environmental information and reports required to be made public or for use in communications or consultation</li> <li>• Be available to participate in stakeholder and community meetings as required</li> <li>• Work closely with Stakeholder and Community Engagement team on any Low Impact Works (LIW) application</li> <li>• Work closely with Stakeholder and Community Engagement Team on any documents compiled post approval.</li> </ul>
Sustainability Manager Sustainability team	<ul style="list-style-type: none"> <li>• Liaise with Stakeholder and Community Engagement team, monitor and report on progress towards achieving sustainability goals</li> <li>• Inform the development of public facing materials in relation to sustainability topics.</li> <li>• Collaborate in the creation and execution of the Community Benefits Implementation Plan</li> </ul>
Traffic Manager	<ul style="list-style-type: none"> <li>• Manage liaison with Traffic and Transport stakeholders, including participation in the Traffic and Transport Liaison Group in conjunction with Sydney Metro.</li> </ul>
Subcontractors and consultants	<ul style="list-style-type: none"> <li>• Required to adhere to provisions of the Construction Traffic Management Plan (CTMP) and site-specific Sub-Plans, including approved hours of operation, construction vehicle routes and approved queuing locations</li> <li>• Required to comply with Stakeholder and Community Engagement requirements as per the Project's General Specifications.</li> </ul>
All employees, supervisors and subcontractors	<ul style="list-style-type: none"> <li>• Required to complete Project and site-specific inductions, including awareness of acceptable behaviour and community contact</li> <li>• Personnel will sign agreements that they understand and accept their relevant community responsibilities</li> <li>• Required to comply with Stakeholder and Community Engagement requirements as per the Project's General Specifications.</li> </ul>

## 2.2 Collaboration with Sydney Metro and other key stakeholders

Sydney Metro is responsible for overseeing and approving communications and stakeholder engagement across the Project. Personnel from Sydney Metro’s project communications team will:

- Approve communications material in accordance with the Project’s General Specifications
- Oversee compliance with the Project’s Conditions of Approval. Communications with the Department of Planning and Environment (DPE) must be managed through Sydney Metro as they are the Proponent under the Environmental Planning and Assessment Act 1979
- If needed, work with the WSA Community Complaints Commissioner in accordance with the Project’s Conditions of Approval B7-10.

The EPA is responsible for issuing CPBUI JV with an EPL for the SCAWworks and subsequent variation applications as work progresses. It will also monitor compliance with the EPL. Communications between the CPBUI JV and the EPA are direct, and Sydney Metro will be kept informed of the progress of licence applications via the communications meetings and the Communications Interface Coordination Group (CICG).

Information about how CPBUI JV will manage cumulative impacts is set out in Section 4.3.

## 2.3 Responsibilities to Sydney Metro

**Table 4: CPBUI JV’s responsibilities to Sydney Metro**

Our responsibility	Our commitment
Observing Sydney Metro and NSW Government policies	<ul style="list-style-type: none"> <li>• We will adhere to all statutory and Deed requirements for stakeholder and community engagement.</li> </ul>
Communications approvals	<ul style="list-style-type: none"> <li>• We will ensure all communications are submitted within the prescribed time frames:               <ul style="list-style-type: none"> <li>○ 20 days to allow Sydney Metro to undertake its approvals processes</li> <li>○ Notifications to be sent at least seven calendar days prior to starting work to affected properties within 200 metres of activity for work outside standard construction hours and 100 metres of the activity for work during standard construction hours.</li> </ul> </li> </ul>
Keep Sydney Metro informed	<ul style="list-style-type: none"> <li>• We will provide regular updates on construction, milestones and stakeholder and community engagement, including complaints, emergencies, potential community protests, safety and environmental matters</li> <li>• We aim to establish a collaborative relationship from the start and to maintain a strong relationship throughout the life of the project</li> <li>• We will provide Sydney Metro with a monthly progress report in accordance with section 5 of the General Specification. This will include a section detailing Stakeholder and Community Engagement for the previous month and include a two week and four-week look ahead for review and approval by Sydney Metro on a weekly basis.</li> </ul>

Our responsibility	Our commitment
Satisfy reporting requirements	<ul style="list-style-type: none"> <li>• CPBUI JV will provide Sydney Metro with comprehensive monthly reports detailing stakeholder and community engagement interactions, business engagement, events, milestones, enquiries, complaints, and sentiment. This is in accordance with Section 5.2 of Sydney Metro’s General specification.</li> </ul>
Involve Sydney Metro in decisions and meetings	<ul style="list-style-type: none"> <li>• CPBUI JV will meet with Sydney Metro representatives on a regular basis (online and/or in-person) to provide updates and work on strategic communications together.</li> </ul>
Redirect certain stakeholders immediately	<ul style="list-style-type: none"> <li>• We will advise Sydney Metro immediately of any media, Federal, State or Local Government enquiries</li> <li>• We will also provide any information and advice to Sydney Metro to respond to those stakeholders including providing a holding statement within 30 minutes and full responses within two hours of the request.</li> </ul>
Proactively promote the Project and Sydney Metro	<ul style="list-style-type: none"> <li>• We will positively provide media and event opportunities and develop positive stories to promote the project in line with Sydney Metro’s requirements</li> <li>• We will develop an annual Milestone Implementation Plan to ensure appropriate recognition for project milestones and other noteworthy events and activities.</li> </ul>

### 3 Project context and construction activities

#### Project context

The NSW and Australian governments have a shared objective of having Sydney Metro – Western Sydney Airport operational when the airport opens for passenger services. The line will also service the Western Parkland City, which is projected to grow to 1.1 million people by 2036.

The new 23-kilometre railway includes a Stabling and Maintenance Facility and six new metro stations. It connects with the Sydney Trains suburban T1 Western Line at St Marys and ends at the Aerotropolis at Bringelly in the south.

As a key part of the Sydney Metro network, this is a strategic and high-profile project for the NSW and Australian Governments and the first Sydney Metro major project in the Greater Western Sydney.

Involvement from the Australian Government and alignment with the Western Sydney City Deal, Sydney Metro – Western Sydney Airport is likely to attract a greater level of attention than past stages. This could lead to increased requests for access and information and more intensive scrutiny from a variety of stakeholders.



Figure 4 – alignment map

#### 3.1 Key construction activities

Table 5 outlines notable construction activities and their processes. By understanding this, we will be able to tailor engagement events and strategies and optimise opportunities.

**Table 5 – construction activities and processes**

Investigations and survey	<ul style="list-style-type: none"> <li>• Design and other site investigations, including utility location, contamination, geotechnical and surveys</li> <li>• Carry out property condition surveys, if required</li> <li>• Installation of monitoring instrument and survey points along the alignment.</li> </ul>
Site establishment and local area works	<ul style="list-style-type: none"> <li>• Erection of site fencing and shade cloth</li> <li>• Local road works and traffic changes, such as site access and egress, where required</li> </ul> <p>Specialised removal of hazardous materials where applicable</p> <ul style="list-style-type: none"> <li>• Utilities protection, removal, and relocation of services</li> <li>• Haul road construction</li> <li>• Installation of site offices and amenities.</li> </ul>
Viaduct segment production	<ul style="list-style-type: none"> <li>• Upgrade precast facility (Buchanan)</li> <li>• Produce, store and transport precast concrete viaduct segments.</li> </ul>
Heavy vehicle haulage	<ul style="list-style-type: none"> <li>• Manage the fleet of specialised heavy vehicles to:             <ul style="list-style-type: none"> <li>○ Deliver segments to viaduct construction sites</li> <li>○ Deliver and remove large plant, equipment and materials</li> <li>○ Transfer spoil from sites and transport to approved receival sites.</li> </ul> </li> </ul>
Earthworks	<ul style="list-style-type: none"> <li>• Excavate and level area for the Stabling and Maintenance Facility</li> <li>• Excavation for site preparation of the M12 Bridge.</li> </ul>
Pier and abutment construction	<ul style="list-style-type: none"> <li>• Excavate for pier footings</li> <li>• Concrete pier footings</li> <li>• Install steel reinforcement to form piers</li> <li>• Pour piers.</li> </ul>
Luddenham Road roundabout	<ul style="list-style-type: none"> <li>• Excavate and build the foundation of the road from the Luddenham Station area to Luddenham Road</li> <li>• Build the new road by the construction of the roadbed, subbase course, base course, and wearing course</li> </ul>

	<ul style="list-style-type: none"> <li>• Line mark the new road and Luddenham Road for the transverse lanes of the roundabout</li> <li>• Build the concrete roundabout on Luddenham Road.</li> </ul>
Segment installation	<ul style="list-style-type: none"> <li>• Erection of spans using specialised cranes to lift segments into place</li> <li>• Tense and secure segments for each span.</li> </ul>
Demobilisation, completion and handover	<ul style="list-style-type: none"> <li>• Complete finishing works, demobilise and handover to Sydney Metro</li> <li>• Decommission the precast facility.</li> </ul>

A positive aspect of the Project is that no spoil will be transported off SCAW works on site rather, it will be utilised at key locations such as the Stabling and Maintenance Facility (SMF). There will however be a large stockpile of surplus excavated material that will be secured by over-planting with native grasses and plants and reserved for possible future use in future stages of the project.

Spoil from the tunnelling activities between St Marys and Orchard Hills is not required for fill on the SCAW project and will not be imported to the SCAW site.

The need to import construction materials, including precast concrete components for use in construction of bridges and viaducts, will remain. A road safety awareness campaign (see Appendix B) has been developed to address this topic, as well as the topic of recreational vehicles seeking to (illegally) access the SCAW site. It is attached as an amendment to this Plan.

CPBUI JV will establish a main compound site off Elizabeth Drive, close to the Western Sydney Airport and M12 construction sites. The intention of this site is to enable project interfaces across all project teams, including the communications teams, allowing coordination of stakeholder and community communications and events.

### **3.2 Site offices, sheds, boundaries, walls, and fences**

Where there are site offices, sheds, boundaries, fences, and walls, these may be used for the display of banners or panels containing project information. They will be kept free of graffiti and presented in a well-kept manner as per the General Specifications. No hoarding is envisioned as there are no deep excavations requiring this type of barrier be installed. Fencing will have shade cloth on public facing areas.

## 4 Communication approach

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### 4.1 Proactive and collaborative management

Our preferred way for dealing with stakeholders directly impacted by SCAW activities is to have a person-centred approach and philosophy by adapting the actions and decisions of the community team to fit the stakeholder or stakeholder group. The Community Place Manager will tailor project communication materials towards the points of interest of the relevant stakeholders while providing each individual stakeholder the communication method of their choosing (Sydney Metro app, email, letterbox drop, phone call, text message, or face-to-face communication).

The CPBUI JV Stakeholder and Community Engagement team is familiar with the community engagement tools both traditional and new, as well as using and contributing to new technology such as the MetroConnect App.

CPBUI JV's approach ensures that everyone can easily access pertinent information and to be part of the construction journey.

### 4.2 Communicating with local Culturally and Linguistically Diverse (CALD) communities

With a rich heritage in the area ranging from the First Nations Australians to more recent arrivals, CPBUI JV sees an opportunity to engage with a variety of stakeholders via effective communications, training, community engagement and various social enterprise programs.

In the community engagement space, we will be inclusive, provide information in various community languages and seek opportunities to enable CALD stakeholders along the journey with us.

As the project proceeds, we will further identify CALD and vulnerable communities and develop tailored and targeted communications and engagement activities.

We have considered how our community information material will provide our CALD communities with as much information, care, and attention as the wider community.

Where appropriate we will translate information materials into community languages other than English as per the current Web Content Accessibility Guidelines (WCAG 2.0) endorsed by the Australian Government. This includes emails, notifications, the project website, and MetroConnect App push notifications in community languages.

Translators will be available during meetings, presentations, and forums to support the engagement of our CALD community. CPBUI JV will work with the community to establish if this is required, and then make appropriate arrangements to have the right translator(s) available.

The following resources and tools are also available and will be used to improve accessibility and outreach with people who come from CALD and LOTE backgrounds, where needed:

- Working closely with local councils and community groups to utilise existing CALD relationships
- Continued outreach with targeted CALD community groups, and face-to-face meetings and briefings with CALD communities as required
- Advertising project milestones in foreign language newspapers
- Translating project milestone factsheets and newsletters into targeted languages
- Ensuring that foreign language submissions can be received.



### **4.3 Cumulative impacts**

CPBUI JV has adopted a robust and dynamic liaison process to minimise cumulative impacts. We will work in partnership with Sydney Metro and SBT and later the Stations, Systems, Trains, Operations and Maintenance (SSTOM) Contractor and in consultation with other interfacing Western Sydney projects (M12, Western Sydney Airport (WSACo), Western Parkland City Authority (WPCA), Sydney Water and private developments).

We will share information about notification and communication campaigns around our construction activities with these other stakeholders.

Our approach will include:

- Identifying projects and influences around construction sites that could result in cumulative impacts, including private, local, state, and federal developments
- Working across other construction teams to consider staging of work to minimise the duration and impact of construction work
- Liaising and interfacing with adjacent worksites and their project teams in relation to work staging
- Considering local businesses and residents in this context to minimise impacts and maximise any mandated respite periods
- Considering issuing joint communications that are cognisant of the overlapping construction impacts
- Coordination of engagement activities such as community information sessions, newsletters, notifications and complaint resolution
- Listing adjacent projects in the individual worksite plans.

We will work collaboratively with all parties to drive effective engagement of key stakeholders by:

- Participating in monthly Communications Interface Coordination Group (CICG) meetings which links all stakeholders in the area together including the local councils, utilities, Sydney Water, TfNSW, WSACo, WPCA and other neighbouring developments
- Working with Sydney Metro and the SBT Contractor to ensure works and notifications are aligned
- Participating in the Traffic and Transport Liaison Group (TTLG)
- Liaising with utility service providers.

### **4.4 Enquiries and complaints management**

CPBUI JV will use all available communications tools to provide proactive communications to mitigate complaints. Communications tools, including a combination of traditional and digital communications methods, are outlined in Section 7.

A complaint is defined when a community member or stakeholder expresses general dissatisfaction with the Project, policies, contractor's services, staff members, activities or proposed activities.

Complaint responses will be managed in accordance with Sydney Metro requirements and developed into a full Construction Complaints Management System (CCMS) procedure as outlined in Section 11.

The Complaints Management System will be implemented prior to the commencement of any work and maintained for the duration of construction and for a minimum of 12 months following project completion.

Complaints and outcomes will be recorded in the Consultation Manager database by Stakeholder and Community Engagement team members. They will be responsible for ensuring it is always up-to-date and that information is well-written to satisfy DPE reporting requirements. CPBUI JV will respond to all enquiries and complaints within the specified timeframes established by Sydney Metro, 48 hours of receipt of an enquiry and 24 hours for a complaint.

Where appropriate, complaints that are determined to be not related to Sydney Metro will be referred to the appropriate authority. These will be identified from CPBUI JV's participation in the regular CICG meetings and updates.

Collaborating with other public and private projects in the area, and local councils and utility providers, will assist in this process, enabling complaints to be referred to the appropriate agency in a reasonable timeframe.

#### **4.5 Site establishment communications**

CPBUI JV will engage with all stakeholders within a 100-metre radius of the alignment and SMF for work during standard construction hours, and 200 metres for work outside standard construction hours. As there are approximately 26 stakeholders identified as being within the radius of the works, we propose that this CCS, in conjunction with the Northern and Southern section sub-plans, will be sufficient as a site establishment communications plan.

At the commencement of our work, we will liaise with the identified stakeholders and the broader community to introduce ourselves and invite liaison with our Community Engagement Team via the Place Manager.

Site establishment plans for each area are outlined in the Northern and Southern section sub-plans.

#### **4.6 Working with stakeholders**

We will work to actively minimise construction impacts on the community, businesses and stakeholders through the CPBUI JV strategies and tools, the personalised approach of the Community Place Manager and responsive construction methodologies. The Community Place Manager will actively engage with all directly affected stakeholders and provide constant feedback to the project team. We will also use the lessons learned from previous projects to better inform the decision-making process across the project team, as well as using the information and feedback we receive from stakeholders.

We will also align our approach with any developments or trends across the effective implementation of stakeholder engagement and communications strategies and technologies.

We will work closely with other delivery agents working on other projects to ensure coordination of information and to monitor any culminative impacts from multiple projects. A key aspect of our approach will be to constantly interrogate information being recorded on the consultation manger data base.

We will also ensure our contractors are fully aware of our policies and procedures in relation to the interface and management of community and stakeholder concerns.

We will actively respond to community comments and complaints we receive and work closely with our construction teams to ensure that positive actions are being implemented in direct response to feedback, wherever possible.

Examples of our work with stakeholder can be found at Section 5.2 which explicitly outlines communications around the PUDCLP and Buchanan REF.

## **4.7 Case studies to Sydney Metro**

As part of CPBUI JV's communications strategy, we will identify and write case studies about our interaction with the community and stakeholders. These may feature good news, lessons learned, positive impacts on the community, community engagement or community benefits stories.

We will consult with Sydney Metro about its requirements for case studies and where it may use specific subjects such as for social media posts, presentations, media events and so on.

These case studies will contribute to the positive legacy of the project and document processes where appropriate.

The road safety awareness campaign (Appendix B) also satisfies GS 6.19 (a) (iv). CPBUI JV will provide Sydney Metro with a case study showing how it has contributed to improving health and safety on the Project in writing at least every six months. This fits within the CCS as part of the general specifications (GS) that requires the CCS to comply with Planning Approvals Materials at GS 6.7.2

## 5 Stakeholders

A stakeholder map is included as **Appendix A**. This list is not exhaustive and will be built upon over time.

We recognise the importance of establishing a good grasp of the stakeholder environment as soon as possible. The deployment of our Community Place Manager is critical to this outcome.

The current map demonstrates an understanding of the various stakeholders, the matters most likely to concern them, and the communication tools that will be available to engage with each group.

Under the IAP2 Spectrum, the overall communication and engagement activities utilised on the SCAW project will be “consult”.

Our team will be well-trained in the use of Sydney Metro’s community engagement database, Consultation Manager. We understand and are committed to accurately collecting information about a range of interactions and issues.

### Methods of stakeholder engagement

INFORM TOOLS	CONSULT TOOLS	INVOLVE	COLLABORATE	EMPOWER
<ul style="list-style-type: none"> <li>Interactive website portal</li> <li>Notifications &amp; Posters</li> <li>Letters</li> <li>Advertisements</li> <li>Traffic Alerts</li> <li>Animations, maps &amp; visualisations</li> <li>Social media</li> <li>Community updates</li> <li>Imagery, videography &amp; time-lapse</li> </ul>	<ul style="list-style-type: none"> <li>Doorknocking</li> <li>Online virtual community sessions</li> <li>Briefings &amp; meetings (online and face to face)</li> <li>Emails &amp; SMS</li> <li>Site visits</li> <li>Public displays &amp; information sessions</li> <li>Presentations &amp; mobile displays</li> <li>Community events</li> <li>Place, Urban Design and Corridor Landscape Plan (PUDCLP)</li> </ul>	<ul style="list-style-type: none"> <li>Community meetings</li> <li>Design change consultation</li> <li>Community meetings</li> <li>Surveys</li> <li>School programs</li> </ul>	<ul style="list-style-type: none"> <li>Social pinpoints on an interactive map</li> <li>Community benefit initiatives</li> <li>Communications Interface Coordination Group</li> </ul>	<ul style="list-style-type: none"> <li>Feedback mechanisms</li> </ul>

**Figure 5: Methods of stakeholder engagement**

## **5.1 Communications Interface Coordination Group (CICG)**

The CICG was empaneled and chaired by Sydney Metro at the start of the Project and meets monthly. Membership includes Sydney Metro communications and CPBUI JV communications representatives on SCAW, as well as communications representatives from other interfacing projects and utility providers from within the area.

In accordance with Sydney Metro's Overarching Community Communications Strategy (OCCS), the role of this group is to:

- Establish relationships between communications teams from interfacing projects, such as WSACo and M12, to facilitate effective handling of enquiries and complaints
- Provide an update on current and upcoming milestones, construction program and stakeholder and community issues, including two and four week lookahead
- Provide a forum to share information, and coordinate communication and consultation activities to ensure deliver of a consistent approach to stakeholders, the community, and others.

## **5.2 Stakeholder consultation**

### **5.2.1 Place, Urban Design and Corridor Landscaping Plan (PUDCLP)**

CPBUI JV is responsible for preparing a Place, Urban Design and Corridor Landscape Plan (PUDCLP) that documents and illustrates the permanent built works and landscape designs of the surface and civil alignment works and how these works will be maintained. The PUDCLP includes designs of the bridges, earthworks, and viaducts that will make up the 10.6 kilometres of the above ground section of the Sydney Metro – Western Sydney Airport project.

Consultation with our community and stakeholders is a key aspect of the plan. CPBUI JV established a virtual information room to provide project design and planning information to the community and stakeholders with a function enabling submissions for either questions or statements to the project. Additionally, CPBUI JV carried out four stakeholder briefings on the PUDCLP to provide Councils and other stakeholder groups with design information and a forum for questions. The virtual information room was open to submissions for three weeks, during which it received 378 unique visitors and 3 submissions.

### **5.2.2 Review of Environmental Factors (REF) Buchanan Precast Facility**

The SCAW contract includes construction of approximately 3.5km of viaducts. A Precast Facility is being re-established and operated at George Booth Drive, Buchanan, to support the construction of the project. The viaducts will be constructed from concrete segments produced at the Precast Facility, and then transported to construction sites for the SM-WSA project prior to installation.

The facility will be approximately four hectares in size, and will accommodate the following facilities:

- a demountable site office
- a precast yard (including the existing construction shed for concrete segments, and construction of a second temporary shed)
- a storage laydown area
- wastewater treatment facilities consisting of septic tanks, sand filtration system, and sediment basin
- on-site parking for up to 60 vehicles

A Review of Environmental Factors was established, which considers potential environmental impacts of the proposal, as well as mitigation measures. In addition, a test was undertaken to determine the most environmentally friendly concrete mix that is practical to use in the precast.

Site establishment works are preparing the facility for operations, including fencing works, installation of site office facilities, inspection of existing facilities, and an extension of the existing hardstand and shed.

The Precast Facility will generate around 24 heavy vehicle movements (i.e., concrete trucks and delivery trucks) and 100 light vehicle movements (staff and labour vehicles) per day. Additionally, the facility plans to produce **1101** concrete segments for the purpose of the project.

The entire workforce involved in the Precast Facility, comprises of around 120-140 staff members, with at least 100 of them being local to the Cessnock local government area, where Buchanan is located.

The Precast Facility will be in use for around two years, from November 2022, until December 2024. The facility is temporary in nature, such that once the required works are completed, the facility use will cease.

## 6 Community

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CPBUI JV's approach to community and stakeholder engagement is to proactively identify stakeholders, identify the best tools for engagement and to listen to and understand community feedback.

We have thoroughly reviewed and considered the community profile, demographics, issues, and opportunities to ensure our strategy and approach is well informed and effective. We will work proactively with all stakeholders along the alignment to understand and respond to their concerns and questions.

Our Place Manager, supported by the overall Stakeholder and Community Engagement Team, will work closely with the construction team to identify potential issues, important milestones, and opportunities for engagement.

### 6.1 Engagement, touchpoints, digital interaction

Community engagement will include:

- Community information sessions/forums (face-to-face and virtual)
- Door knocking
- Email blasts
- Web access
- Phone calls to stakeholders
- Targeted stakeholder briefings and meetings
- Community pop-ups at local events and places
- Digital experiences such as development of animations, image sliders and interactive 3D
- Opportunities through the Community Benefits Implementation Plan
- Engagement via CPB's planned Training Academy

### 6.2 Distinct communities

We have identified distinct communities and stakeholder groups in the areas with unique touchpoints with the Project.

The Orchard Hills community is a distinct community that will transform from a semi-rural enclave into a more urbanised area over time. This community is sensitive to the Sydney Metro – Western Sydney Airport project due to previous partial and whole property acquisitions.

Interactions at Orchard Hills will be primarily undertaken by the SBT contractor, however the CPBUI JV Place Manager will work closely with their SBT counterpart to ensure they are aware of all activity that may impact the community.

The Orchard Hills community will also be advised and be updated on SCAW project work. SCAW will ensure this community is updated via communications activities including letter box drops, email updates, and will be invited to attend Virtual Room displays.

The SCAW Place Manager will maintain regular contact with the SBT Place Manager to maintain an overview.

Where required the SCAW Place Manager will make direct contact with Orchard Hills residents.

A specific Road Safety Awareness campaign has been developed to support this Plan. It is attached at Appendix B.

Additional sensitive receivers have been identified in the key stakeholder list at Appendix A. The owners of properties that will be accessed during construction will require targeted engagement.

The size and location of SCAW means that it will also attract interest from the broader Western Sydney community. It is therefore important to also bring those stakeholders on the journey by providing information in a range of formats and languages.

### **6.3 Commitment to Sydney Metro systems**

CPBUI JV will adopt Sydney Metro's overarching systems, processes, and tools, including contributing to Sydney Metro website, MetroConnect App, 24-hour Community information phone service, enquiry email address, social media, school education program and media liaison.

CPBUI JV will manage complaints and enquiries using the procedure established in Sydney Metro's Overarching Community Communications Strategy and the Sydney Metro Construction Complaints Management System. This will incorporate the required service standards for complaints receipt and response times, meeting the Project's Conditions of Approval.

We are also committed to using administrative tools such as Consultation Manager, TeamBinder and other systems that Sydney Metro use to record information and analyse data.

CPBUI JV will ensure we use branding and logos in accordance with Sydney Metro's branding guidelines.



## 7 Businesses

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CPBUI JV will work with Sydney Metro to identify small businesses in the area which may experience impacts from the works. These impacts may include increased traffic, noise, and dust. We will work with business to mitigate these impacts and ensure their needs are accommodated.

Desktop research thus far has identified no small businesses within 50 metres of the alignment, apart from cattle owners who graze livestock on the surrounding land. However, ongoing research will be undertaken on the ground by our Place Manager to identify businesses that may exist within that zone.

Should a small business be identified, an applicable Small Business Owners Engagement Plan (SBOEP) will be developed including:

- The needs and communication preferences of the business
- Vehicular and pedestrian access, customer parking, and deliveries
- Sensitivity to noise and vibration
- Key hours of business operations
- Property condition surveys (if applicable)
- Emergency notifications to businesses

### 7.1 Mitigation Measures

Mitigation measures will be developed in consultation with businesses. Examples of mitigation could include signage around construction sites to provide visibility for adjacent businesses. The CPBUI JV regards supporting local businesses during construction as an essential element in the community benefit program and to ensure reduction of construction fatigue.

Contact will also be made with the local business chambers (Business Western Sydney, the Western Sydney Business Connection and the Penrith Valley Chamber of Commerce and via the local councils (Penrith City Council and Liverpool Council) with Sydney Metro's approval.

We also recognise that activities on rural properties may well be part of a business activity and need to be treated accordingly.

As per the OCCS, where a small business is identified within 50 metres of a Sydney Metro construction site, a Small Business Owners Engagement Plan (SBOEP) will be created. CPBUI JV will identify the specific needs of each business, any potential impacts associated with construction works, and proposed mitigation measures. These measures will also include whether there is a need for translation or cultural and other specialists.

While some businesses in the local Orchard Hills area have been identified none of these have been identified as being immediately impacted by the SCAW works.

Our goal is to minimise the construction impact on local businesses, provide regular updates and opportunities to engage, and where possible, find ways in which their services might be useful.

### 7.2 Updates on Local Businesses

CPBUI JV will regularly provide Sydney Metro with updated information on local businesses, including changes to ownership(where known), new businesses that open, engagement and complaints. We will ensure we contact all small businesses within 50 metres of each construction site and those outside that zone within sensitive communities where it is deemed appropriate.

We will inform Sydney Metro of any businesses indicating they are having difficulties with construction impacts and, where appropriate, recommend assistance from the Small Business Commissioner.

The following details will be included as part of a monthly Progress Report commencing when businesses have expressed concerns about and impacts from the SCAW project work:

- Identifying construction impacts during the reporting period
- Mitigation measures taken - Measures implemented to maintain business vehicle and pedestrian access, parking, visibility, and amenity during construction activity
- Potential issues identified in advance and mitigation measures implemented in consultation with affected businesses to address access, parking, visibility and/or amenity issues
- Our objective is 100% implementation of agreed mitigation measures relating to access, parking, visibility, and other amenity aspects
- Records in Consultation Manager database on complaints received from businesses relating to vehicle and pedestrian access, parking, visibility, and amenity, including details of any repeat complaints about the same issue
- Business feedback on effectiveness of mitigation measures
- Number of repeat complaints received from businesses relating to vehicle and pedestrian access, parking, visibility, and amenity
- Lessons learned.

## 8 Managing complaints

Complaints provide important feedback and assist us to improve processes and mitigation measures to reduce further complaints. All fair and reasonable measures will be taken to prevent the reoccurrence of avoidable stakeholder and community complaints.

An avoidable complaint is where the project team did not provide notification or advance notice for upcoming work or where a situation that has resulted in a complaint could have been avoided through complying with the agreed communication or engagement channels and timeframes.

Conversely, an unavoidable complaint is where the project team has undertaken all reasonable measures to communicate and provide advance notification of upcoming work to affected stakeholders through a variety of communication channels, yet a complaint still resulted due to the type, nature, or impact of the work.

An unavoidable complaint can also have its origins in a site accident or incident, or in matters which can be classified as an “act of god”, e.g. flood, bushfire, etc.

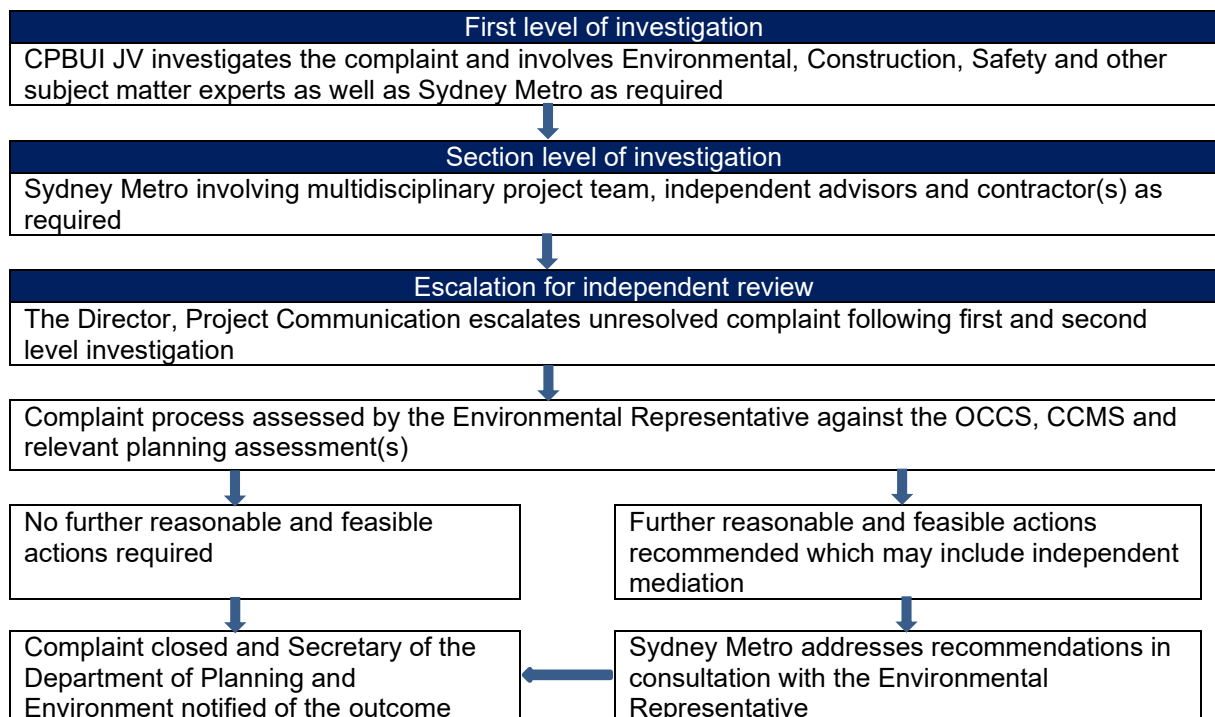
Our strategic approach to managing enquiries and complaints consists of courtesy, accessibility, responsiveness, delegation of authority to resolve the issue, and access to accurate information.

All employees and subcontractors will be required to respond to stakeholders with courtesy and professionalism. This will be reinforced during project inductions and specific toolbox talks will further emphasise this approach.

The procedure for managing enquiries and complaints is contained in Sydney Metro’s OCCS and the Sydney Metro Construction Complaints Management System. All complaints will be closed out in the agreed timeframe and measures to address the complaint will be aimed at avoiding recurrence of the issue.

Complaint responses will be managed in accordance with Sydney Metro requirements and developed into a full Construction Complaints Management System (CCMS).

**Figure 6 - Complaints escalation process**



The Complaints Management System will be implemented prior to the commencement of any work and maintained for the duration of construction and for a minimum of 12 months following project completion.

Complaints and outcomes will be recorded in the Consultation Manager database by Stakeholder and Community Engagement team members.

They will be responsible for ensuring it is always up-to-date and that information is well-written to satisfy DPE reporting requirements.

CPBUI JV will respond to all enquiries and complaints within the specified timeframes established by Sydney Metro, 48 hours of receipt of an enquiry and 24 hours for a complaint.

The following information will be made available to facilitate community enquiries and manage complaints before the commencement of work, and for 12 months following the completion of construction:

- **1800 717 703** – 24-hour telephone number for the registration of complaints and enquiries
- [sydneymetrowsa@transport.nsw.gov.au](mailto:sydneymetrowsa@transport.nsw.gov.au) – an email address to which electronic complaints and enquiries may be transmitted
- **Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket, NSW, 1240** – a postal address to which written complaints and enquiries may be sent

This information will be accessible to all in the community, regardless of age, ethnicity, disability, or literacy level.

### 8.1 Complaint management protocol

**Table 6 – complaint management protocol**

Complaint / enquiry type	Response Time
<b>Complaints – received by telephone or face-to-face</b>	<ul style="list-style-type: none"> <li>• Initiate investigation upon receipt of complaint</li> <li>• Verbal update on the actions being taken to investigate and resolve the complaint provided within two hours of the initial contact unless the complainant agrees otherwise.</li> </ul>
<b>Complaints – received by email, letter, or fax</b>	<ul style="list-style-type: none"> <li>• Respond by email within 24 hours of receiving the email or verbally within two hours if a telephone number is provided or available on Consultation Manager, or as otherwise agreed with the complainant.</li> </ul>
<b>General enquiries received by phone or in person</b>	<ul style="list-style-type: none"> <li>• At least a verbal response within two hours unless the enquirer agrees otherwise.</li> </ul>
<b>Written enquiries (letters, emails, and online comments)</b>	<ul style="list-style-type: none"> <li>• Written response within 24 hours (one business day) of receipt of the letter/email/online comment.</li> </ul>

<b>Social media enquiries received from Sydney Metro</b>	<ul style="list-style-type: none"> <li>• Within two hours of receiving the enquiry (or within two hours of the start of the next business day if the enquiry is received OOH).</li> </ul>
<b>Recording details of enquiries in consultation manager (telephone/face to face)</b>	<ul style="list-style-type: none"> <li>• Within 48 hours of receiving the enquiry.</li> </ul>
<b>Recording details of complaint in consultation manager</b>	<ul style="list-style-type: none"> <li>• Within 24 hours of receiving the complaint.</li> </ul>

Complainants must be advised of the following information:

the Complaint's Register may be forwarded to government agencies, including the Department of Planning Industry and Environment, to allow them to undertake their regulatory duties

by providing personal information, the complainant authorises the Proponent to provide that information to government agencies

the supply of personal information by the complainant is voluntary

the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement).

## 9 Mitigation

CPBUI JV is committed to mitigating risk associated with stakeholder and community engagement as guided by Sydney Metro General Specification requirements, Overarching Community Communications Strategy, the Project’s Conditions of Approval, and the Environment Protection License conditions. In general, we will follow five steps to reduce risk. These steps are:

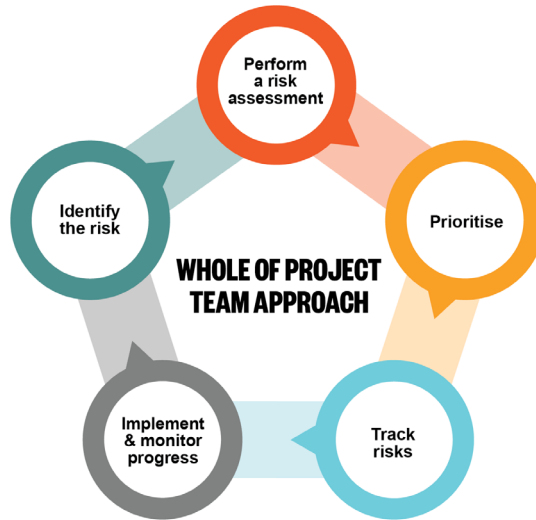


Figure 7 - Risk mitigation steps

Table 7 identifies the risk, the potential impact, mitigation, and management methodologies of SCAW’s construction program.

Table 7 – risk mitigation.

Issue	Potential Impact	Mitigation	Management
Construction noise & vibration	<ul style="list-style-type: none"> <li>• Direct impact on local residents</li> <li>• Reputation damage</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• Close liaison with affected stakeholders.</li> <li>• Work closely with construction teams.</li> <li>• Issues management.</li> </ul>
Dust & air quality	<ul style="list-style-type: none"> <li>• Direct impact on residents</li> <li>• Reputation damage</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• Close liaison with affected stakeholders.</li> <li>• Work closely with construction teams.</li> <li>• Issues management</li> </ul>

Loss of habitat	<ul style="list-style-type: none"> <li>• Environmental impacts</li> <li>• Reputation damage</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• Work closely with environment and construction teams</li> <li>• Issues management</li> </ul>
Road safety, truck movements and haulage	<ul style="list-style-type: none"> <li>• Potential safety risk</li> <li>• Actual incidents</li> <li>• Reputation damage</li> </ul>	Road safety plan	<ul style="list-style-type: none"> <li>• Work closely with safety and enforcement providers</li> <li>• Monitor community sentiment</li> <li>• Issues management</li> </ul>
Impact to local amenities	<ul style="list-style-type: none"> <li>• Complaints monitor</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• Complaints monitor</li> <li>• Issues management</li> </ul>
Safety, hazard and risk	<ul style="list-style-type: none"> <li>• Complaints monitor</li> <li>• Reputation damage</li> <li>• Actual lost time injuries etc.</li> </ul>	Safety plans and awareness	<ul style="list-style-type: none"> <li>• Safety management plans</li> <li>• Awareness</li> <li>• Issues management</li> </ul>
Utility works	<ul style="list-style-type: none"> <li>• Lack of forward notice</li> <li>• Works do not follow stated times, etc.</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• Project team awareness</li> <li>• Coordination with utilities and service providers</li> <li>• Issues management</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• Flooding, erosion, excessive ground clearance, habitat loss, spills, etc.</li> <li>• Reputation damage</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• CEMP</li> <li>• Issues management</li> </ul>
Heritage	<ul style="list-style-type: none"> <li>• Unexpected findings – treatment</li> <li>• Failure to adhere to heritage management plans</li> <li>• Reputation damage</li> </ul>	Heritage management plans	<ul style="list-style-type: none"> <li>• CEMP</li> <li>• Project team awareness</li> <li>• Issues management</li> </ul>

Water quality and flooding	<ul style="list-style-type: none"> <li>• Environmental damage, flood events, scoring of earthworks</li> <li>• Visual impacts</li> <li>• Reputation damage</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• CEMP</li> <li>• Issues management</li> </ul>
Cumulative impacts	<ul style="list-style-type: none"> <li>• Unexpected impacts from multiple projects</li> <li>• Reputation damage</li> </ul>	CEMP	<ul style="list-style-type: none"> <li>• CEMP</li> <li>• Coordination across multiple agencies</li> <li>• Issues management</li> </ul>

Mitigation measures to be included in our design solution and communication and engagement methods, include a close working relationship with the environmental and construction program teams to identify potential issues early. These are outlined within the stakeholder matrix included as **Appendix A**. This matrix will be kept up to date as SCAW progresses.

CPBUI JV will also use community feedback, surveys, and analysis of complaints to review the issues and mitigation measures and make improvements where needed.

A Crisis Communications Management Plan has been developed at Appendix C that integrates into Sydney Metro’s plan. It will include:

- Identification of potential issues and stakeholders
- The crisis communications team structure
- Crisis Communication Management protocols
- Key interfaces with Sydney Metro
- How the notification and monitoring systems will operate
- How we will evaluate and provide post crisis feedback.



## 10 Communication tools

### 10.1 Information to Sydney Metro

Through the development, implementation and maintenance of a stakeholder and community engagement program, CPBUI JV will keep Sydney Metro informed of current and upcoming CPBUI JV activities and all associated community and stakeholder impacts.

The program will include key dates for the commencement and conclusion of construction activities, associated impacts on stakeholders and the community, the strategy for minimising those impacts, notifications and release of other information, production and distribution of all public communication material, and media milestones.

CPBUI JV will also submit a two and four week lookahead schedule to Sydney Metro on a weekly basis for review and approval. The Community and Stakeholder Engagement Manager and/or Community Place Manager, will meet with Sydney Metro as required to discuss our engagement activities, including progress against lookahead programs.

CPBUI JV will also provide Sydney Metro with comprehensive monthly reports detailing stakeholder and community engagement interactions, business engagement, events, milestones, complaints, and sentiment. Additionally, CPBUI JV will provide daily reports on new complaints received.

### 10.2 Communication tools

CPBUI JV will develop and use the communications tools outlined in the following table, in consultation and with the approval of Sydney Metro, according to community and stakeholder needs.

**Table 8 - Community engagement tools**

Engagement Tool	Purpose	Comment
Newsletters and brochures	Direct community / stakeholder information	Remains a primary engagement tool, especially relevant to SCAW alignment.
Face to face community information sessions	Direct community / stakeholder information	Problematic in terms of achieving meaningful community impact for time-poor communities. Difficulties with public health concerns as well as equitable access.
Animations	Direct community / stakeholder information	Highly effective visual communication.
Signage, displays	Direct community / stakeholder information	Mandatory safety requirement.
Social media	Direct community / stakeholder information	Continues to evolve in line with consumer demand. Ongoing need for agencies to correct misconceptions.

Websites	Direct community/ stakeholder information	Continues to evolve in line with consumer demand.  Needs ongoing monitoring and regular updates.  Data monitoring can provide useful insights into stakeholder sentiment.
Sydney Metro App	Direct community/ stakeholder information	Will address a growing consumer need.
Virtual Engagement room	Direct community/ stakeholder information	Highly effective stakeholder engagement tool.  Represents the ongoing evolution of stakeholder engagement from CICG's to physical information sessions to Virtual Engagement.  Virtual engagement allows all attendees equitable, easy access and the chance for every voice to be equally heard.
1800 number	Direct community/ stakeholder information	Mandatory requirement although usage tending to drop off.
Email contact address	Direct community/ stakeholder information	Mandatory requirement although usage tending to drop off.
Place Manager	Direct community/ stakeholder information	Growing importance in terms of being the single, direct point of contact between the community and the project.  Allows stakeholders to identify a person they can speak with.
Media and events	Direct community/ stakeholder information	Remains a useful engagement tool, although media coverage of a project milestone can be lost in the "clutter" of media reporting on the day.  Market diversification, social media, loss of suburban mastheads and falling overall circulations / viewing needs to be understood.
Community and VIP site visits	Direct community/ stakeholder information	Remains a primary engagement tool, especially relevant to SCWA alignment.

Visualisations	Direct community/ stakeholder information	Key component of social media, virtual engagement rooms.  Remains a primary engagement tool, especially relevant to SCAW alignment.
Interactive maps	Direct community/ stakeholder information	Key component of social media, virtual engagement rooms.  Remains a primary engagement tool, especially relevant to SCAW alignment.
Data interrogation		Number of page views, length of time on pages, searches, etc all useful data.
QR codes on banners, signage, etc	Direct community/ stakeholder information	Key component of social media, virtual engagement rooms.
Shopping Centre pop up displays	Direct community/ stakeholder information	Pop up access for communities at a time and place that suits them  Data interrogation of e-Contacts.
Project advertisements	Direct community/ stakeholder information	Press advertising sometimes mandatory. Problematic re falling circulations / closure of mastheads.  Radio advertising can be effective re major traffic changes, etc.
Social pinpoints to allow comments to be placed on maps	Direct community/ stakeholder information in an online forum	Useful tool for tracking comments.  Can be used to help share comments across a community.  Problematic in terms of risk of abuse by organised action groups who can “flood” a site”.  Capacity to depict clusters of pins on a map can be limited.

### 10.3 Branding and logos

CPBUI JV will comply with all Sydney Metro procedures processes and protocols regarding branding and logos to ensure consistent messaging and reduce confusion for stakeholders about multiple delivery contractors. This includes the current version of the TfNSW editorial style guide, the current version of the Sydney Metro project brand guidelines, and the current

accessibility requirements for Web Content Accessibility endorsed by the Australian Government.

## 10.4 Consultation Methods

A tiered and tailored approach as outlined in Table 9 will be used to ensure diverse stakeholder groups have access to information and provide feedback or ask questions.

**Table 9 – consultation forums and objectives**

Consultation forum	Contact objectives
24-hour 1800 number, website contact and email (contact details on all communication)	Key point of contact for all stakeholder groups who require 24-hour access to the project team.
One-on-one meetings (subject to public health requirements)	Adjoining or directly affected property owners, residents, strata and businesses.
Door knocking (subject to public health requirements)	Stakeholders are potentially directly affected by activities including truck movements.
Briefings and workshops (subject to public health requirements)	Government agencies Emergency services.
Communications Interface Coordination Group (CICG) meetings	Methods to exchange information and coordinate communication and engagement activities between CPBUI JV and other Interface Contractors.
TTLG and TCG meetings	Traffic and transport stakeholders, including local councils.
Community information sessions (subject to public health requirements)	<p>Community within 500 metres of construction sites (community information sessions outside of the 500m radius will be considered on a case-by-case basis)</p> <p>In the event of COVID-19 or other public health restrictions, these sessions will be conducted in a virtual session format</p> <p>Sydney Metro will be included in the planning for these sessions and invited to attend</p> <p>Materials used in these sessions will be approved in line with public communication material requirements, including, but not limited to, fact sheets, storyboards, videos, images and graphics.</p>

Virtual engagement rooms	<p>On-line forums where the community can easily access details about the project particular aspects of the project and provide their comment and feedback</p> <p>These engagement rooms will contain the same spectrum of information and displays as might be expected in a “live” community information forum</p>
Key stakeholder briefings	<p>Agencies</p> <p>Business chambers and groups.</p>
Business briefing sessions (subject to public health requirements)	Business owners within 50m of sites. Business owners outside the 50m radius will be considered on a case-by-case basis
Interface meetings	Meeting with councils, Interface Contractors and other stakeholders with a Third Party or Adjoining Owner Agreement

## 10.5 Traffic and transport stakeholder consultation

Sydney Metro has established a TTLG and CPBUI JV's Traffic Manager will attend all relevant TTLG meetings. Specific Traffic Management details are located in other documentation.

# 11 Procedures

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CPBUI JV will develop procedures and processes to support the various Deed requirements and the Project's Conditions of Approval outlined in the Community Communications Strategy.

## 11.1 Complaints Management

This process will be in line with the Sydney Metro Construction Complaints Management System and detail timeframes for reporting, investigating, escalating, and closing out complaints.

A complaint is defined as any communication received from a stakeholder expressing general dissatisfaction with the project or a particular project-related activity. This is a purposely broad definition and is used to ensure that matters of concern to stakeholders are addressed promptly.

The overall approach to complaints management is to avoid complaints through proactive consultation and high levels of awareness across all members of the project team. The aim during construction is always to minimise disruption, delay and inconvenience to nearby residents and businesses, the affected public, road, and public transport users.

All staff and work crews will be informed that all incoming contact from the community must be referred to the community engagement team for action.

CPBUI JV will:

- a) develop and implement the following procedures for managing and resolving complaints in compliance with the Sydney Metro Construction Complaints Management System; Ensure that complaints from stakeholders can be received via: Sydney Metro Community information line open 24 hours: 1800 717 703 Sydney Metro Community email address: [sydneymetrowsa@transport.nsw.gov.au](mailto:sydneymetrowsa@transport.nsw.gov.au) Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240
  - (i) All complaints will be promptly recorded on the project Consultation Manager data base;
  - (ii) A receipt notification to the complainant will be provided;
  - (iii) Provide a report to Sydney Metro each Business Day on new complaints received using a template provided by Sydney Metro;
  - (iv) Appropriately escalate complaints in accordance with the Sydney Metro Construction Complaints Management System;
  - (v) Provide a response to requests for information from Sydney Metro, community complaints mediator or any other relevant Project specialist about complaints within two business hours.
- (b) Take all practicable actions and implement all practicable measures to prevent the reoccurrence of complaints.
- (c) In responding to complaints, CPBUI JV will, unless the complainant agrees otherwise:
  - (i) provide a verbal response to telephone complaints within two hours of receipt, where a phone number was provided or is available in the community engagement database;

- (ii) provide a verbal response to written complaints (emails, letters and faxes) within two Business Hours of receipt, where a phone number was provided or is available in the community engagement database, or a written response within two business hours of receipt, where a phone number is not available;
- (iii) provide Sydney Metro with a response to complaints regarding Sydney Metro social media platforms within two business hours of receipt.

## **11.2 Media Management**

This process is in accordance with Sydney Metro's expectations and the Deed and include timeframes for providing information to enable Sydney Metro to respond to inquiries by the CPBUI JV's Public Affairs and Events Manager. It includes the internal approval process for information.

### **Media and Government Relations**

- (a) CPBUI JV will:
  - (i) Direct all incoming or outgoing communication with stakeholder groups, media or government representatives regarding CPBUI JV activities received directly to Sydney Metro;
  - (ii) Develop and implement an annual Milestone Implementation Plan about the Project to cover all relevant project milestones and events;
  - (iii) not permit any stakeholder group, media, or government representative on any part of the Site without the prior written approval of Sydney Metro;
  - (iv) Provide suitably qualified and experienced personnel, to support Sydney Metro in responding to stakeholders, the media, or the public.
- (b) CPBUI JV's Public Affairs and Events Manager must:
  - (i) meet with Sydney Metro as required and requested to provide details of
    - A. CPBUI JV activities
    - B. Risk and issues management
    - C. photography specification
    - D. public event specification
    - E. program of media milestones and other opportunities; including an annual Milestone Implementation Plan
  - (ii) be available at all times to assist Sydney Metro in the management of media and government responses;
  - (iii) provide Sydney Metro with relevant information required to respond to media and government enquiries, including providing a holding statement within 30 minutes and full responses within two hours of the request;
  - (iv) Develop media releases, house folder notes and other documents as required in the format specified by Sydney Metro.

### 11.3 Issues Management

Identify potential issues and enact the Crisis Communications plan (See Appendix C) where appropriate.

CPBUI JV will:

- Maintain a register of potential issues based upon the program's risk register;
- The Public Affairs and Events Manager in conjunction with the Place Manager will actively scan the operating environment to identify any emerging issues;
- Issues will also be identified via an analysis of all incoming complaints via the complaints register;
- Constantly scan the operating environment for emerging risks and opportunities;
- Immediately advise Sydney Metro of an emerging issue, accompanied by details of actions being taken to address the topic;
- Provide an update to Sydney Metro of suggested public comments in relation to the issue.

There will be an awareness program for CPBUI JV's personnel, associates, subcontractor personnel and their associates, so they know and understand the procedure and notify Sydney Metro and Sydney Metro's Director, Project Communications immediately when an incident or Crisis Event has taken place.

CPBUI JV will:

- notify Sydney Metro immediately of incidents that may impact the community, environment, personnel or attract attention of media, Minister, MP, council or broader community;
- immediately notify Sydney Metro and Sydney Metro's Director, Project Communications that a Crisis Event has occurred via WhatsApp or similar platform;
- ensure no contact or information is provided to any person, other than that which is required to directly manage the incident or to comply with Law, including any stakeholder, the media, Government Representative or the public, without the approval of the Sydney Metro;
- develop and issue a holding statement within ten minutes to Sydney Metro and Sydney Metro's Director, Project Communications;
- provide ongoing updates every hour (or as otherwise instructed) until the Crisis Event is resolved;
- review communications materials or information that may need to be disseminated as a result of the Crisis Event;

Formal Crisis Event communications exercises and invite Sydney Metro to observe and participate.



## **11.4 Marketing Requirements**

CPBUI JV will develop a process for seeking approval from Sydney Metro to use material for our own marketing purposes. This includes but is not limited to images and copy to be used in marketing collateral, awards submissions, technical papers and so on.

CPBUI JV will seek approval from Sydney Metro for use of external communications materials including text and any images a minimum of 15 business days prior to printing or use.

CPBUI JV will seek pre-approval from Sydney Metro before responding to any requests for its personnel to speak at seminars, conferences, or any other public events.

CPBUI JV will seek approval from Sydney Metro for the use of any advertising, signage, or promotional materials in the public domain a minimum of 15 business days prior to printing or use.

## **11.5 Property condition survey process**

A process for contacting property owners who may be impacted by construction, including offering pre-construction and post-construction property condition reports is required.

For properties identified as having the potential of impacts from construction, (e.g., noise or dust/vibration) the following procedures will apply:

the Place Manager will make and maintain regular contact with the property owners / occupiers;

the Place Manager will enter details into Consultation Manager and monitor any complaints lodged by the property owner / occupier;

notifications of pending works which have the potential to impact upon local residents will be letterbox dropped / emailed to affected properties; if required, property owners will be contacted to be offered property condition studies as required and at no cost to the affected resident/ owner.

## **11.6 Access to private property**

Workers, including site surveyors, require permission from property owners / leaseholders to enter their properties.

CPBUI JV will:

advise Sydney Metro of the need to access private property including the reason why access is required, the likely time and date / duration;

advise Sydney Metro if the access is for inspection, survey or environmental recording activities (e.g., noise monitoring);

advise Sydney Metro if the access is required to carry out any physical works;

draft an appropriate letter to the owner / occupier of the property for Sydney Metro's approval;

visit the subject property to make contact and provide advice (note to comply with OHS guidelines, a minimum of two representatives of the Contractor will be required);

provide the owner / occupier with a copy of the letter which includes contact details;

enter details of the contact in Consultation Manager;

advise the Sydney Metro of close-out of the matter.

## 11.7 Site Investigations

Notification process to stakeholders for investigative works.

CPBUI JV will:

- advise Sydney Metro of the need to notify stakeholders for investigative works (including residents within 100 metres of the proposed site for work during standard construction hours and 200 metres for work outside standard construction hours) of proposed activities such as geotechnical works and survey work including time and date / duration;
- advise Sydney Metro if the access is required to carry out any physical works, their nature and if a REF or LIW is required;
- draft an appropriate notification for Sydney Metro's approval;
- draft an appropriate web site or engagement app notice if required;
- visit the subject property to make contact and provide advice (Note to comply with OHS guidelines, a minimum of two representatives of the Contractor will be required)
- provide the owner / occupier with a copy of the notification which includes contact details;
- enter details of the contact in Consultation Manager;
- advise Sydney Metro of close-out of the matter.

## 11.8 CCS Evaluation and Updates

This CCS will be updated every six months and evaluated annually and will include mechanisms to ensure that ISC requirements are being met.

## 11.9 Photography, filming, and animations requirements

CPBUI JV will develop a process for identifying areas and milestones that should be documented, based on the Milestone Implementation Plan in Appendix D.

This would include providing dates for significant first steps in construction, delivery on-site of the first viaduct and complex works such as safeguards over the main water trunk lines.

CPBUI JV will develop an annual photography list to accompany the overall Milestone and Implementation Plan to ensure appropriate coverage of:

- All "general scenes" images
- Local "lifestyle" images
- Photography of specific works activities, including:
  - Offsite work activities such as prefabrication, storage and transport of viaduct spans and support piers
  - Early works e.g., civil works, drainage, etc
  - Construction activities, including viaduct assembly processes
  - Specific activities envisaged in the Milestone Implementation Plan

All photography and video materials will be placed in an appropriate data base for safe storage and for immediate access as required by the Sydney Metro and the contractor.

### 11.9.1 Photography and Filming by Sydney Metro

**11.9.1.1** CPBUI JV will provide regular site access, content, and personnel to produce any documentary series about Sydney Metro that has only been sanctioned by Sydney Metro, about Sydney Metro. CPBUI JV will:

- nominate interview subjects from its workforce. All interview subjects must be pre-approved by Sydney Metro;
- provide signed release forms from all employees and subcontractors who will feature in any form of photography and filming. Employees or subcontractors who do not provide signed release forms cannot be recorded in any photographs, filming or videos. This would prevent Sydney Metro from using the material;
- allow all approved interview subjects to take part in filming and interview activities in the course of their duties, including on key plant and equipment;
- coordinate construction site activities with Sydney Metro and any authorised documentary producers;
- provide personal protective equipment and a dedicated safety escort.

**11.9.1.2** CPBUI JV's Public Affairs and Events Manager will attend regular meetings with Sydney Metro to plan site visits, media opportunities, issues management and documentary content.

**11.9.1.3** CPBUI JV will allow access to the construction site for Sydney Metro or delegate to conduct professional photography and filming including drone, for its own purposes at a minimum;

- two full days of photography per month at each construction site;
- two full days of filming per month at each construction site, including setting up mini-lapse cameras for continuous filming over a short period of time and drone filming, where all approval and safety considerations have been addressed.

## **11.9.2 Photography and filming by CPBUI JV**

**11.9.2.1** All photographs and videos taken by CPBUI JV are the property of Sydney Metro and will be provided when requested. Sydney Metro may, without approval from CPBUI JV, use the photographs and film footage for whatever purpose Sydney Metro deems necessary or appropriate.

**11.9.2.2** CPBUI JV will provide signed release forms from all employees and subcontractors who will feature in any form of photography, filming, and video. Employees or subcontractors who do not provide signed release forms cannot be recorded in any photographs, filming or videos which would prevent Sydney Metro from using the material.

**11.9.2.3** CPBUI JV will supply on demand captured photographs and recorded footage as requested by Sydney Metro.

## **11.9.3 Scope as Directed by Sydney Metro**

**11.9.3.1** Sydney Metro will direct the scope of filming, still photography and time-lapse photography to be delivered CPBUI JV, from time to time. Such direction will be made in the context of 'call off' arrangements contained within the Project's General Specifications including the use of

nominated service providers who have been selected by Sydney Metro following a competitive tender process.

#### **11.9.4 Photography and Filming Specification**

**11.9.4.1** CPBUI JV will prepare a photography and filming specification which must reflect the requirements of section 6.17.2.3 of the Project's General Specifications. The photography specification must be updated monthly or as directed by Sydney Metro and Sydney Metro's approval of the photography specification is a Hold Point for engagement of the nominated service providers.

**11.9.4.2** CPBUI JV's specification will include opportunities for professional photography and filming at the construction site, including by drone and time-lapse photography capturing the progress of CPBUI JV activities, including:

- key milestones;
- footage of and on plant and equipment;
- construction of precast viaduct and bridge sections;
- delivery of viaduct and bridge segments to site;
- construction of the viaducts;
- construction of bridges;
- access to major design studio milestones;
- organised events and site visits;
- human interest images.

**11.9.4.3** Monthly (or as directed) drone photography and, separately, drone video of every construction site. Drone photography involves a drone with a professional stills camera attached and cannot be achieved through taking electronic stills from a video file in post-production.

**11.9.4.4** The specification 6.17.2.3 in the Project's General Specifications will be used by CPBUI JV to engage Sydney Metro nominated video, photography, and time-lapse providers. The nominated providers have been selected by Sydney Metro following a competitive public tender process. The specification must include provision for a sound operator.

**11.9.4.5** A minimum of half a day of photography at every construction site, every month;

to ensure quality of the photographic output, no more than two construction sites will be visited in one full day by the photographic supplier. If a supplier is engaged for half a day, they will be limited to one construction site.

**11.9.4.6** A minimum of one day of filming at every construction site, every month

to ensure quality of the video output, no more than two construction sites will be visited in one full day by the video supplier.

If a supplier is engaged for half a day, they will be limited to one construction site;

a sound operator will need to be supplied for every video shoot to capture sound, including interviews with talent.

**11.9.4.7** All photographic outputs will be delivered safety-checked to Sydney Metro with complete metadata and in an agreed file naming convention.

**11.9.4.8** Video editing – CPBUI JV will supply all captured video, including drone, from every shoot into one edited package of footage from that shoot. It will be required to be safety reviewed prior to being delivered to Sydney Metro

**11.9.4.9** CPBUI JV is responsible for re-editing the package following Sydney Metro's safety review if the respective safety reviews provide differing advice.

CPBUI JV is responsible for engaging the video supplier to upload all approved footage to Sydney Metro's online video collaboration platform(s) and the data costs associated with that

**11.9.4.10** Emerging video technology – CPBUI JV will engage the video supplier to use emerging video technology as directed by Sydney Metro. This includes mini-lapse video cameras and 360-degree video cameras.

**11.9.4.11** Live streaming – CPBUI JV will engage the video supplier to deliver live streaming of major milestones from Construction Sites to Sydney Metro's platforms, including Facebook, as requested by Sydney Metro from time to time. This includes supplying all technology, camera operator(s), vision switchers and a producer to facilitate a professional broadcast-TV quality output. All live streaming events will be directed on-site by Sydney Metro.

**11.9.4.12** All photographs will be of professional quality, minimum 300 dpi, suitable for use by Sydney Metro in publications, Project communications and promotions of a broader nature and for enlargement to use in community information materials.

**11.9.4.13** CPBUI JV will provide Sydney Metro with photography and video of the Construction Site that is suitable for uploading to Sydney Metro's Project website to show the status of the activities.

**11.9.4.14** Photographs and images will be uploaded to a shared server or as otherwise requested by the Sydney Metro.

**11.9.4.15** At all media events, CPBUI JV will make available to Sydney Metro the photographic and video suppliers (including a sound operator) to allow for the immediate turnaround of pictures and video for Sydney Metro's immediate public affairs requirements.

## **11.9.5 Time-lapse cameras**

CPBUI JV will produce edited time-lapse photography.

CPBUI JV will install fixed and portable high definition (at least 4K) time-lapse cameras to monitor the Construction Site and capture the SCAW activities at locations approved by Sydney Metro. The number of time-lapse cameras is as follows:

- five cameras at the Precast Facility
- a mix of up to eight fixed and portable cameras along the construction site as approved by Sydney Metro.

When the view becomes obscured, on a minimum of a monthly basis, for portable time-lapse cameras, CPBUI JV will:

- provide Sydney Metro access to an online viewing portal for each time-lapse camera.
- deliver electronically to Sydney Metro and their video supplier every month an edited compilation of footage (and in its original full format) from each camera.
- provide to Sydney Metro on request, edited time-lapse footage within 24 hours.
- prior to Substantial Completion of the last Portion to achieve Substantial Completion, provide to Sydney Metro all time-lapse footage in its original format and in a single edited high-definition file for each camera.

#### **11.9.6 Supply of footage to Sydney Metro**

All photography and video must be supplied to the Sydney Metro having been fully safety compliance checked and approved for public distribution, within:

- one hour, including weekends and after hours, where required for media and public affairs purposes.
- three business days for all other footage.

Where footage and photography is being filmed by CPBUI JV for immediate media or public affairs purposes turnaround or as otherwise specified, Sydney Metro will take the lead on editing the footage and photography with the service provider and then supply to CPBUI JV for a safety compliance check. The safety compliance check must be completed within one hour, including weekends and after hours.

#### **11.10 Respite communications and alternative accommodation offers**

CPBUI JV will consult with stakeholders where respite from out-of-hours works or works that exceed DNVIS may be required. This consultation will also be undertaken in conjunction with the Environmental Management team and regarding the EPL and Project's Conditions of approval.

The Community Engagement Team will contact stakeholders and advise them of the nature of the works, the duration and how this may impact them. The Team will then record the response from the stakeholder and determine what actions are most appropriate in consultation with the Environmental Manager.

Out-of-hours works are any works undertaken outside the standard work hours of 7am to 6pm Monday to Friday and 8am to 1pm on Saturdays. There are no works on Sundays or Public Holidays.

The Place Manager will provide the primary point of contact between the project and sensitive receivers.

For any face-to-face contact in relation to the provision of respite, two project team representatives will attend the meeting.

Respite and alternative accommodation will be considered for residents where all of the below criteria are met:

Work is being undertaken from Monday to Sunday between 10pm and 6:30am with the below monitoring data considered

Noise is modelled and verified via monitoring to a level as specified by the Environment Team.

Applicants must be permanent, full-time residents at the subject property. Offers for mitigation measures will not be extended to guests and visitors at the property. If a guest is long-term, provision of mitigation may be assessed on a case-by-case basis and approved by Sydney Metro.

### **11.11 Site inductions and training – workforce referral**

As part of their induction training all personnel, associates, subcontractor personnel and their associates will be provided with training in how to identify and refer issues to the community engagement team.

The role of the Place Manager will be to provide the single, direct point of contact between local communities and the project team, after referral from Sydney Metro communication channels.

The name and contact details for the Place Manager will be clearly stated on appropriate project communications as well as on the project website, App, etc.

The Place Manager will maintain regular and ongoing contact with the construction teams.

Cards with community contact details (Sydney Metro Community information line phone number, email, and address) will be made available to workers to hand to anyone making an inquiry.

All workers will also be required to promptly report any contact to the Community Engagement team.

### **11.12 Small Businesses Identification**

Process for identifying small businesses, determining how the works may impact and how to refer for small business assistance.

The Place Manager will make direct contact with local communities and develop and maintain a data base of affected businesses.

### **11.13 Unexpected Finds**

The process for how unexpected finds are reported will be developed in consultation with CPBUI JV's Environmental Management Team.

Any unexpected find will be assessed by competent archaeologists.

Unexpected finds of a significant nature will be preserved and catalogued as per the Environmental Management Plan.

Where required, appropriate public messaging as well as professional photography / video filming will be undertaken.

## **11.14 Site visits and events**

Recognising the importance of giving stakeholders, the public and the media the opportunity to witness milestone events and progress in delivering the SCAW works, CPBUI JV will accommodate reasonable requests from Sydney Metro to host such events. CPBG JV will prepare specific event plans for Sydney Metro's consideration.

For large public events, additional arrangements to be covered in the event plan include site pre-inspections by Sydney Metro; tunnelling experts and guides; TMP for vehicles and pedestrians; safe pedestrian routes and viewing areas identified; viewing area access for up to 50 visitors at a time; logistics for the public to be transported to the site if necessary; accessible amenities, first aid and on-site security arrangements; and staff amenities. •

Ad hoc media visits are also anticipated and will be accommodated where reasonably feasible. Site visits will also be arranged directly with the Construction Manager to facilitate site inspections by Sydney Metro and regulators, including the DPE, the EPA, SafeWork and Comcare.

The Milestone Implementation Plan is at Appendix D and assists in planning when certain visits such as VIP and media events and community days may occur as they are likely to happen around certain construction milestones being reached.

### **11.14.1 VIP Visits**

As noted above, CPBUI JV will accommodate reasonable requests from Sydney Metro to host events and will prepare specific event plans for Sydney Metro's consideration, which will include:

Proposed date and time (to be nominated for key milestone media events by Sydney Metro)

Location, including map, site access and parking arrangements, if applicable

Details of required personal protective equipment will be supplied by the CPBUI JV subject to COVID-19 safety requirements, if applicable at the time

Number, name, and title of attendees

Arrangements for photography, filming, increased capture of time-lapse if needed, and any pre-event photography/filming required to prepare media packages

Other arrangements such as Facebook live if requested

Inductions and safety arrangements

Viewing areas (for milestone media events: accommodating 30 VIPs and guests and a separate area for 30 media representatives with equipment)

Other logistics, including marquees, power, lighting, wet weather, change areas, availability of amenities and water, and production and installation of banners

Order of events and timing of arrivals of VIPs, media, and others

Personnel and responsibilities, including site escorts

Detailed run sheet

For large public events, additional arrangements to be covered in an event plan include site pre-inspections by Sydney Metro; construction experts and guides; TMP for vehicles and pedestrians; safe pedestrian routes and viewing areas identified; viewing area access for up to 50 visitors at a time; logistics for the public to be transported to the site if necessary; accessible amenities, first aid and on-site security arrangements; and staff amenities



Draft media releases and fact sheets to be provided on request.

#### **11.14.2 Open Days**

Open days are a significant opportunity for larger numbers of the community to visit the site. Each open day will be planned to accommodate up to 200 visitors and, where reasonably feasible, access will be provided visitors with prams, wheelchairs, and limited mobility.

Some open days could be timed to coincide with project milestones, e.g. completion of a viaduct or bridge.

A detailed plan will be required for each open day, with particular attention to:

- Site access
- Safety and security
- Parking
- Viewing areas
- Amenities and water
- Personnel required
- First aid

#### **11.14.3 Sydney Metro site visits**

CPBUI JV encourages Sydney Metro representatives to visit the site and see progress. It is likely that Sydney Metro will organise bus tours of the alignment for their staff on a regular basis and potentially have two open days during the project for Sydney Metro staff to attend. We will accommodate this request and suggest various points of interest, and facilitate access where reasonable to do so. These will be developed in collaboration with the Sydney Metro Communications and Public Affairs Teams.

Other organisations are also likely to want to visit the site as part of study tours or community curiosity and these will be accommodated on a case-by-case basis. A form will be developed to formalise these requests and to assess PPE requirements, level of ability, visitor numbers and whether project presentations by subject-matter experts may be required.

## 12 Evaluation and monitoring

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CPBUI JV's Stakeholder and Community Engagement team will quickly and respectfully respond to complaints, enquiries and feedback. All interactions will be entered into the Consultation Manager database within 24 hours for complaints and 48 hours for general enquiries and events.

CPBUI JV will consistently undergo a review and monitoring process. We will measure the effectiveness of our communication through analysis of complaints, feedback and during interactions with the community.

In consultation with Sydney Metro, we will undertake activities to improve or increase engagement where our analysis detects this is needed. We will also use feedback to positively influence SCAW design and delivery.

CPBUI JV will undertake surveys if required and with permission by Sydney Metro. Generally, there is a low appetite for the community and businesses to participate in surveys and, due to sample group sizes, any information generated is not necessarily representative of the views of broader stakeholder groups.

It would therefore be preferable, given the small sample size, to rely more on information gathered by the Place Manager and data on Customer Complaints to elicit stakeholder sentiment.

However, surveys may be appropriate for use in virtual room sessions.

We will also monitor data collected by Sydney Metro's Consultation Manager database. This will provide data around complaints and compliments to be used to look at what are avoidable and unavoidable complaints. CPBUI JV will apply the data to track and understand community sentiment.

### 12.1 Six monthly audit and review

Complaint responses will be managed in accordance with Sydney Metro requirements and developed into a full Construction Complaints Management System (CCMS).

The Complaints Management System will be implemented prior to the commencement of any work and maintained for the duration of construction and for a minimum of 12 months following project completion.

Complaints and outcomes will be recorded in the Consultation Manager database by Stakeholder and Community Engagement team members.

They will be responsible for ensuring it is always up-to-date and that information is well-written to satisfy DPE reporting requirements.

CPBUI JV will respond to all enquiries and complaints within the specified timeframes established by Sydney Metro, 48 hours of receipt of an enquiry and 24 hours for a complaint.

Evaluation of the performance and effectiveness of the CCS and sub-plans will be undertaken every six months until project completion. The review will include performance parameters in accordance with OCCS parameters (page 42). See also General Specification 5.1.10 (vii)

Key elements of the evaluation will include examining the adequacy of the CCS and its implementation in achieving the intent of the consultation.

CPBUI JV will also report against General Specification 5.1.10 (ii) respond to Revised Environmental Mitigation Measures and auditing compliance requirements under the Project's Conditions of Approval.

## Appendix A Stakeholder List and assessment

The table below maps the SCAW stakeholders. This is not an exhaustive list and will be updated over the life of the Project.

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
<b>Community</b>							
Residents in Orchard Hills St Clair Twin Creeks Golf & Country Club Luddenham	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Traffic including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Loss of amenity</li> <li>Out of hours works</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro Community information line open 24 hours: 1800 717 703</li> <li>Sydney Metro Community email address: <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a></li> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking and letterbox drops</li> <li>Virtual meetings where required</li> <li>Notifications, emails, SMS, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations</li> <li>Use of QR codes on project banners and posters</li> <li>Local press advertising where possible</li> <li>Direct communications with local community groups, Chambers of Commerce, Councils etc. with approval from Sydney Metro</li> </ul>	Inform Consult Involve Collaborate Empower	CPBUI JV
Former/ Adjacent Landowners	Property impacts Property access Loss of amenity				<ul style="list-style-type: none"> <li>Sydney Metro Community information line open 24 hours: 1800 717 703</li> <li>Sydney Metro Community email address: <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a></li> </ul>	Inform Consult Involve Collaborate Empower	CPBUI JV, primarily via Place Manager

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
	Noise Dust Worker behavior Out of hours works Livestock welfare				<ul style="list-style-type: none"> <li>• Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>• Place Manager maintains ongoing contact</li> <li>• Notifications, emails, SMS</li> <li>• Newsletters</li> <li>• Specific correspondence</li> <li>• Emails</li> </ul>		
Small business	<ul style="list-style-type: none"> <li>• Noise</li> <li>• Dust</li> <li>• Traffic including increased truck and worker vehicle movements</li> <li>• Worker behaviour</li> <li>• Loss of amenity</li> <li>• Out-of-hours works</li> <li>• Property access</li> </ul>				<ul style="list-style-type: none"> <li>• Sydney Metro Community information line open 24 hours: 1800 717 703</li> <li>• Sydney Metro Community email address: <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a></li> <li>• Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>• Door knocking and letterbox drops</li> <li>• Virtual meetings where required</li> <li>• Notifications, emails, SMS, newsletters</li> <li>• Information sessions</li> <li>• Access to displays - virtual animations</li> <li>• Community information hub</li> <li>• Use of QR codes on project banners and posters</li> <li>• Direct communications with Chambers of Commerce, Councils with approval from Sydney Metro</li> </ul>	Inform Consult Involve Collaborate Empower	CPBUI JV
Medium business	<ul style="list-style-type: none"> <li>• Noise</li> <li>• Dust</li> </ul>				<ul style="list-style-type: none"> <li>• Sydney Metro Community information line open 24 hours: 1800 717 703</li> </ul>		CPBUI JV
Large business	<ul style="list-style-type: none"> <li>• Vibration</li> </ul>						

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
	<ul style="list-style-type: none"> <li>Traffic including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Loss of amenity</li> <li>Out of hours works</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro Community email address: <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a></li> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> </ul>		
Waste disposal operators	<ul style="list-style-type: none"> <li>Impacts on waste disposal operations</li> <li>Traffic impacts</li> <li>Local access impacts</li> <li>Environmental impacts</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro Community information line open 24 hours: 1800 717 703</li> <li>Sydney Metro Community email address: <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a></li> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Place manager maintains ongoing contact</li> <li>Notifications, emails, SMS</li> <li>Newsletters</li> <li>Specific correspondence</li> <li>Emails</li> </ul>	Inform Consult Involve Collaborate	CPBUI JV
<b>Education</b>							

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
Primary schools (Kemps Creek Public School, Luddenham Public School, Badgerys Creek Public School, Christadelphians Heritage College School, Orchard Hills Public School, Penrith Anglican College, Penrith Christian School, Holy Family Primary School, Luddenham Public School, etc.)	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Traffic including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Educational information sessions developed specifically for primary school aged students, including visits by engineers and other construction subject matter experts</li> <li>Access to displays including virtual animations, posters</li> </ul>	Inform Involve	Sydney Metro/CPBUI JV
High schools (Luddenham Public School, Montgrove College, Penrith Anglican College, Emmaus Catholic College)	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Traffic including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Educational information sessions developed specifically for high school aged students, including visits by engineers and other construction subject matter experts</li> <li>Potential for students interested in construction or engineering to visit the site</li> <li>Access to displays including virtual animations, posters</li> </ul>	Inform Involve	Sydney Metro/CPBUI JV

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
Western Sydney University, Kingswood campus TAFE NSW Western Sydney Institute, Sydney University	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Traffic including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Engagement with University representatives for regular updates</li> <li>Potential for students interested in construction or engineering to visit the site</li> </ul>	Inform Consult Involve Collaborate	Sydney Metro/CPBUI JV
<b>Media</b>							
Local, metropolitan and national <ul style="list-style-type: none"> <li>Newspapers</li> <li>Radio</li> <li>TV</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Project incidents and issues</li> <li>Worker behaviour</li> <li>Loss of amenity</li> <li>Property acquisitions</li> </ul>				<ul style="list-style-type: none"> <li>High quality information provided for the project website</li> <li>Issues identified early and information provided to Sydney Metro</li> <li>Use of contact details (Sydney Metro Community information line and website) on project shade cloth and/or hoarding.</li> </ul>	Inform	Sydney Metro
<b>Precinct Partners</b>							
<ul style="list-style-type: none"> <li>Western SydneyCity Deal councils:</li> </ul>	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> </ul>				<ul style="list-style-type: none"> <li>Targeted briefings regarding works</li> <li>Targeted briefings regarding PUDCLP and other activities to meet CoA</li> </ul>	Inform Involve Collaborate	Sydney Metro



Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
Penrith City Council, Liverpool Council	<ul style="list-style-type: none"> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Worker behaviour (complaints and enquiries from their constituents)</li> <li>Loss of amenity</li> <li>Property access</li> <li>PUDCLP</li> </ul>				<ul style="list-style-type: none"> <li>High quality information provided for the project website</li> <li>Invitations to site visits</li> </ul>		
<b>Interfacing Projects</b>							
SBT works	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
WSA worksites	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Works communication coordination meetings</li> <li>Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro
Sydney Water	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> <li>Community disruption</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Works communication coordination meetings</li> <li>Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
M12	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Community disruption</li> <li>Confusion between M12 works and SCAW works</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Works communication coordination meetings</li> <li>Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro
TfNSW road upgrades	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Works communication coordination meetings</li> </ul>	Inform Involve Collaborate	Sydney Metro

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
					<ul style="list-style-type: none"> <li>Clear site signage</li> </ul>		
SSTOM works	<ul style="list-style-type: none"> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> <li>Note: SCAW will be completed before SSTOM can start</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Works communication coordination meetings</li> <li>Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro
Aerotropolis	<ul style="list-style-type: none"> <li>No direct link</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> </ul>	Inform Involve Collaborate	Sydney Metro

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
					<ul style="list-style-type: none"> <li>Works communication coordination meetings</li> <li>Clear site signage</li> </ul>		
Government							
Premier Ministers, Members of Parliament, Government Departments	<ul style="list-style-type: none"> <li>Project incidents and issues</li> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Worker behaviour <b>(complaints and enquiries from their constituents)</b></li> <li>Loss of amenity</li> <li>Property access</li> <li>Property acquisitions</li> </ul>				<ul style="list-style-type: none"> <li>Targeted briefings regarding works</li> <li>Targeted briefings regarding PUDCLP and other activities to meet CoA</li> <li>Deliver well-executed site visits</li> <li>Provide information, briefings and reports as requested by Sydney Metro</li> <li>Capture project milestones and progress through photography and video that can be used to promote and illustrate the Project</li> </ul>	Inform Consult Involve Collaborate Empower	Sydney Metro
Department of Planning and Environment, Environmental Protection Authority	<ul style="list-style-type: none"> <li>Ensuring conditions of approval are met</li> <li>Culminative impacts</li> <li>PUDCLP</li> </ul>				<ul style="list-style-type: none"> <li>Provide information, briefings and reports as requested by Sydney Metro</li> </ul>	Inform Consult Involve Collaborate Empower	CPBUI JV/Sydney Metro
<b>Other government agencies</b>							

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
	<ul style="list-style-type: none"> <li>Project incidents and issues</li> <li>PUDCLP – Western Sydney Airport, Western Sydney Planning Partnership, Western Sydney Parklands Trust, Department of Industry NSW, Department of Planning and Environment</li> </ul>						
<b>Service Providers</b>							
Sydney Water, Gas suppliers (Jemena), Communications suppliers (NBN, Telstra, Optus), Electricity suppliers (Ausgrid, Endeavour Energy)	<ul style="list-style-type: none"> <li>Property access</li> <li>Works coordination</li> <li>Community notification coordination</li> <li>PUDCLP</li> </ul>				<ul style="list-style-type: none"> <li>Invitation to the Communications Interface Coordination Group</li> <li>High quality information provided for the project website</li> </ul>	Inform Consult Involve Collaborate	CPBUI JV/Sydney Metro
<b>Neighboring Projects</b>							
M12	<ul style="list-style-type: none"> <li>Confusion between entities</li> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Community disruption</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> </ul>	Inform Involve Collaborate	Sydney Metro

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
	<ul style="list-style-type: none"> <li>Confusion between M12 works and SCAW works</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Works communication coordination meetings</li> <li>Clear site signage</li> </ul>		
TfNSW Roads Upgrades, eg Elizabeth Drive, Mamre Road	<ul style="list-style-type: none"> <li>Confusion between entities</li> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>Community disruption</li> <li>Confusion between M12 works and SCAW works</li> <li>Worker behaviour</li> <li>Worker parking</li> <li>Construction traffic impacts</li> <li>Loss of amenity</li> <li>Property access</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> <li>Notifications, emails, newsletters</li> <li>Information sessions</li> <li>Access to displays - virtual animations and a community information hub</li> <li>Use of QR codes on project banners and posters</li> <li>1300 number</li> <li>Works communication coordination meetings</li> <li>Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro
Sydney Water upgrades	<ul style="list-style-type: none"> <li>Confusion between entities</li> <li>Noise</li> <li>Dust</li> <li>Vibration</li> <li>Incidents raised from residents and former</li> </ul>				<ul style="list-style-type: none"> <li>Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>Door knocking</li> <li>Virtual meetings where required</li> </ul>	Inform Involve Collaborate	Sydney Metro

Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
	<ul style="list-style-type: none"> <li>landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>• Community disruption</li> <li>• Confusion between M12 works and SCAW works</li> <li>• Worker behaviour</li> <li>• Worker parking</li> <li>• Construction traffic impacts</li> <li>• Loss of amenity</li> <li>• Property access</li> </ul>				<ul style="list-style-type: none"> <li>• Notifications, emails, newsletters</li> <li>• Information sessions</li> <li>• Access to displays - virtual animations and a community information hub</li> <li>• Use of QR codes on project banners and posters</li> <li>• 1300 number</li> <li>• Works communication coordination meetings</li> <li>• Clear site signage</li> </ul>		
SBT works	<ul style="list-style-type: none"> <li>• Confusion between entities</li> <li>• Noise</li> <li>• Dust</li> <li>• Vibration</li> <li>• Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>• Community disruption</li> <li>• Confusion between M12 works and SCAW works</li> <li>• Worker behaviour</li> <li>• Worker parking</li> <li>• Construction traffic impacts</li> <li>• Loss of amenity</li> <li>• Property access</li> </ul>				<ul style="list-style-type: none"> <li>• Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>• Door knocking</li> <li>• Virtual meetings where required</li> <li>• Notifications, emails, newsletters</li> <li>• Information sessions</li> <li>• Access to displays - virtual animations and a community information hub</li> <li>• Use of QR codes on project banners and posters</li> <li>• 1300 number</li> <li>• Works communication coordination meetings</li> <li>• Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro



Stakeholder Group	Issue	Risk profile			Communication and mitigation measures	Level of IAP2 consultation	Responsible
		H	M	L			
WSA works	<ul style="list-style-type: none"> <li>• Confusion between entities</li> <li>• Noise</li> <li>• Dust</li> <li>• Vibration</li> <li>• Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</li> <li>• Community disruption</li> <li>• Confusion between M12 works and SCAW works</li> <li>• Worker behaviour</li> <li>• Worker parking</li> <li>• Construction traffic impacts</li> <li>• Loss of amenity</li> <li>• Property access</li> </ul>				<ul style="list-style-type: none"> <li>• Sydney Metro address: Sydney Metro – Western Sydney Airport, PO Box K659, Haymarket NSW 1240</li> <li>• Door knocking</li> <li>• Virtual meetings where required</li> <li>• Notifications, emails, newsletters</li> <li>• Information sessions</li> <li>• Access to displays - virtual animations and a community information hub</li> <li>• Use of QR codes on project banners and posters</li> <li>• 1300 number</li> <li>• Works communication coordination meetings</li> <li>• Clear site signage</li> </ul>	Inform Involve Collaborate	Sydney Metro

# Appendix B Road safety awareness campaign

CPBUI JV has developed a Road Safety Awareness Campaign targeting local communities. This campaign will be presented to Sydney Metro for approval, at least 15 business days prior to any heavy vehicle movements.

Key areas of focus will include:

Road safety along haulage routes on the main roads system targeting motorists and local residents

Road safety for haulage routes within the construction corridor

Road safety for recreational vehicle users who may be (illegally) accessing the construction corridor utilising four-wheel drive or off-road motorcycles and quad bikes

Pedestrian safety along key regional roads, e.g., Elizabeth Drive, The Northern Road, Luddenham Road, Mamre Road

Heavy vehicle safety involving regular inspections of vehicles associated with the Project by the TfNSW Heavy Vehicle Unit

Monitoring by CPBUI JV of haulage routes being utilised by truck and dog operators who are contracted to the Project, noting that there is nil export of spoil off site

Following standard protocols for heavy vehicle escorts between the Buchanan Precast Facility and the construction zone.

## Objective

The objective of the campaign will be to reduce the risk of road accidents, and serious injuries, through a series of targeted communications and enforcement activities.

A road safety awareness campaign also satisfies GS 6.19 (a) (iv). CPBUI JV will also provide Sydney Metro with a case study showing how it has contributed to improving health and safety on the Project in writing at least every six months. This fits within the CCS as part of the GS specifies that the CCS must comply with the GS and Planning Approvals Materials is GS 6.7.2

## Key messages

Key messages will be refined with the input of Police and Council road safety officers.

One hit and that's it!

Be aware of big trucks using our local roads while they build the new Sydney Metro- Western Sydney Airport project

Road safety starts with you

If a truck driver cannot see you in the mirrors, you are invisible

Don't risk using the construction site as a speedway

If you are a professional driver, road safety is your direct responsibility.

## Key actions

Action	Description	Timing /Comments
<p><b>Work with the NSW Police Traffic Command and the road safety officers from Penrith City and Liverpool Councils</b></p>	<p>Work with the NSW Police and Councils to develop a “<i>One Hit and That’s It</i>” style campaign to highlight the dangers posed by heavy vehicles operating on regional roads.</p> <p>This Campaign would utilise Safety Campaign Branding as outlined in 6.10.2 in the Project’s General Specifications</p>	<p>Campaign targets motorists and pedestrians to raise awareness.</p> <p>Campaign runs for the duration of transport of viaduct segments from the Hunter to the work site.</p> <p>Activities could include specialised signage on trucks in addition to signage as required by the Project's Conditions of Approval.</p>
<p><b>Road signage</b></p>	<p>Use roadside Variable Message Signs (VMS) to convey key messages.</p>	<p>Opportunities to hire and place specific VMS signage as well as using TMC fixed VMS.</p> <p>Work with the TMC and TTLG to identify key sites in coordination with interfacing projects.</p>

<p><b>Signage on trucks</b></p>	<p>CPBUI JV will ensure safety campaign branding (decals) is installed and maintained on at least five heavy vehicles that service the Project.</p> <p>Heavy vehicles selected for safety campaign branding must:</p> <ul style="list-style-type: none"> <li>be no more than five years old;</li> <li>comply with the Heavy Vehicle requirements prescribed in the Sydney Metro Sydney Metro Contractor Health and Safety Standard; and</li> <li>be maintained and roadworthy in accordance with the relevant ADR and Vehicle Standards;</li> </ul> <p>Artwork for heavy vehicle campaigns will be provided by the Sydney Metro to the SCAW Contractor.</p> <p>The SCAW Contractor must print and install the decals onto approved heavy vehicles.</p>	
<p><b>Publicise transport routes</b></p>	<p>Use MetroConnect app, project websites and community virtual information room to relay key messages and display haulage routes</p>	
<p><b>Site signage</b></p>	<p>Ensure suitable road safety signage is erected around construction zone to alert and deter recreational drivers from using the areas.</p> <p>Ensure site security is aware and responds to the risk.</p>	

<p><b>Enforcement campaigns</b></p>	<p>Work with the NSW Police Traffic Command to implement suitable enforcement campaigns to the general community.</p> <p>Work with the NSW Police Traffic Command and TfNSW Heavy Vehicle Inspectors to implement suitable enforcement campaigns for heavy haulage drivers.</p> <p>Work with the NSW Police Traffic Command and TfNSW Heavy Vehicle Inspectors to implement suitable enforcement campaigns for truck and dog vehicles.</p>	<p>To be finalised in conjunction with TfNSW, NSW Police and Council road safety officers.</p>
<p><b>School zones</b></p>	<p>Routine policing of school zones in the Orchard Hills and Luddenham areas</p>	
<p><b>Worksite inductions for drivers</b></p>	<p>Include road safety messaging in site inductions</p>	

### **Campaign timing**

Campaign to commence from Q2/Q3, 2023 and run through to the completion of the SCAW construction program and handover to the SSTOM contractor.

# Appendix C Crisis Communication Plan

## Introduction

This Crisis Communication Plan details the method of managing the communications response to a crisis.

## Definition of a crisis

An event that may have an impact on the community, commuters, environment, personnel or subcontractors or has attracted or can reasonably be expected to attract the attention of the media, the Minister for Transport, a local Member of Parliament, local Authority or the local community. This includes emergencies, incidents or crises unrelated to the SCAW Contractor's Activities that may be deemed to be caused by the SCAW Contractor's Activities due to locality.

## Examples of a crisis:

Threat	Practical example
Single or multiple fatalities	An accident that results in a fatality and/or serious injury or fatalities to multiple employees, subcontractors, members of the community or other third parties.
Safety threat	A direct threat to the safety and health of employees, the community, subcontractors or any other stakeholders. E.g., Class 1 incident or near miss, fire, major security breach.
Environmental	An environmental incident that results in significant environmental degradation and/or community disruption or hazard.
Group-wide industrial campaign	A major industrial relations campaign targeted at the Group (and affecting more than one CIMIC operating company) which has the potential to close operations on a widespread basis.
Legal/criminal investigation	A high-profile legal action or criminal investigation, which has, or could have, a significant impact on the ethical and/or financial standing of the Company

## Goal

The goal of the Crisis Communications Plan is to clearly outline the steps of an effective response to crisis. An effective response primarily addresses three aspects, including:

1. The development of the key message strategy specific to the incident for internal and external stakeholders;
2. Facilitating a two-way communication channel for relevant stakeholders; and
3. Upholding a positive company brand and reputation.

## Key Messages for Crisis Communications

Initial key messaging is based on the “four step” response based on the New York 9/11 process.

Initial key messages are issued promptly and then updated as regularly as possible.

**Note: It is important that all public messaging be reviewed and approved by Sydney Metro.**

### **1. This is what we know has happened.**

- There has been a major incident on site
- Police and Emergency services have responded
- We are cooperating fully with authorities

### **2. This is what we do not yet know**

- We cannot confirm details of any injuries yet
- We do not yet know which hospitals any injured will be taken to
- We do not yet know the extent of any operational impacts

### **3. This is what we are doing**

- We have made all resources available to authorities
- Senior Project team representatives are attending the site
- We are coordinating all our activities with Emergency Services

### **4. This is what we will do**

- We will provide a further update as soon as details become more clear

## **Objectives**

The overarching objective of the Crisis Communications Plan is to ensure the company's response is clearly articulated and communicated to all stakeholders.

An effective response from the company addresses three key objectives, including:

- Timely, effective communications on a regular basis
- Communicate the company's response to the crisis
- Communicate and demonstrate any new policies, procedures, and/or practices the company will implement.

## **Strategy**

The strategy of the Crisis Communications Plan is to communicate the company's response promptly to mitigate or reduce the adverse effects to stakeholders and the company brand. The focal message that should be communicated in the company's response are the actions we are taking to assist all stakeholders affected, how we are mitigating damage to the company's brand, and what we are doing to prevent the crisis from recurring.

## **Crisis management team**

The Project Team will identify and train core members of the Crisis Management Team.

These will include:

- Project Director
- Construction Manager
- Safety Manager
- HR Manager
- Stakeholder and Community Engagement Manager
- Public Affairs and Events Manager
- Executive Assistant/note taker to maintain an occurrence log

The Project Team will identify a suitable workspace where the team can rapidly assemble. This site needs to have 24-hour access.

The Construction Manager and Public Affairs and Events Manager will assemble at the incident site and provide a relay point for all information to the Crisis Management Team, as well as being the on-site interface with responding agencies, e.g., emergency services.

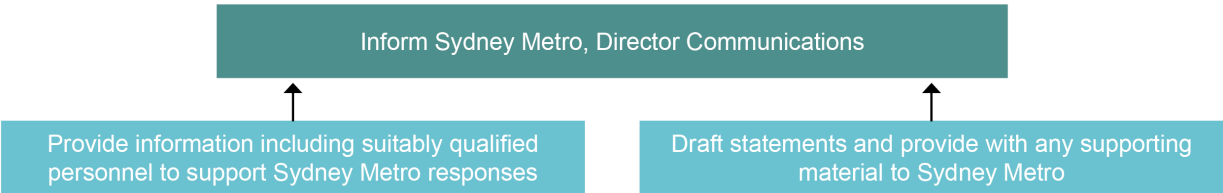
The Project Director needs to identify those personnel who can provide business continuity services to the Project, while the Crisis Team is occupied in management of the actual incident.

**Coordination of Crisis Communication Processes**

CPBUI JV will prepare a communication management system as part of the Emergency Management Plan and this will align with Sydney Metro’s Crisis Communications Plan.

CPBUI JV will invite Sydney Metro’s Director, Communications and the Deputy Executive Director, Communication and Engagement to attend and participate in formal incident and crisis communication exercises when they are conducted.

The figure below shows the process in brief



CPBUI JV has the following responsibilities in relation to crisis communication:

- Immediately notify Sydney Metro’s Director, Communications within 10 minutes of any incident or issue that may have an impact on the community, environment, personnel, subcontractors or other stakeholders or may attract the attention of the media, the Minister for Transport, a local MP, council or the broader community. For any other incidents notify the Director, Communications within one hour of the incident occurring.
- Obtain approval from Sydney Metro’s Director, Communications before contacting or providing information to any person, other than that which is required to directly manage the incident or to comply with Law, including stakeholders, the media or the public.
- Make available suitably qualified and experienced personnel to support Sydney Metro’s Director, Communications in responding to the community, the media and other stakeholders.
- Provide all necessary communications materials that may need to be disseminated as a result of such incidents.



**Training**

Initial training will be via desktop exercises where the CPBUI JV team will learn and understand individual roles and the steps required in Crisis Management and Crisis Communications.

Training is via progressive scenario upgrade up to the point of a full exercise where external agencies are also invited to participate, and extensive role play activity is undertaken.

**Audience and key messages**

Identify all key stakeholders and promptly develop key messages relevant to each stakeholder group using a message map.

Key stakeholder groups may include:

- Media
- Government
- Project client/s
- Key third parties
- Joint venture companies
- Employees and their families
- General public

The below message map template may be used as a guide. Please note, key messages are dependent on the nature of the crisis.

Stakeholder: Media, government, general public		
Question or concern: There is a perception that CPBUI did not undertake the appropriate precautions which led to the crisis.		
Key message 1	Key message 2	Key message 3
The business/ our employees/ the project undertook the appropriate precautions	Our processes meet the required standards	The construction industry is constantly developing precautions and new regulations
Supporting information 1-1	Supporting information 2-1	Supporting information 3-1
Provide examples	Provide examples	Provide examples
Supporting information 1-2	Supporting information 2-2	Supporting information 3-2
Provide examples	Provide examples	Provide examples

## Appendix D Milestone Implementation Plan

Indicative milestone and events are summarised below. The CPBUI JV Milestone Implementation Plan will be updated every six months as part of the review of this CCS. Each monthly report will provide a more detailed focus on the events planned for the following month.

This plan identifies the significant “good news” activities likely to be generated by the Surface and Civil Alignment Works (SCAW) associated with the delivery of the new Sydney Metro - Western Sydney Airport.

The initial focus of this plan revolves around the construction and delivery milestones undertaken by CPBUIJV, including activities such as the prefabrication of viaduct segments, their transport and assembly.

During implementation of the project, there will also be many impromptu “good news” opportunities based on the human-interest element. Discovery of these opportunities is a good opportunity to work together with Sydney Metro to promote the project and requires the active support and interest of the entire project team.

Some of these impromptu opportunities are likely to include:

- Apprentice and indigenous employment and training activities
- Indigenous and European heritage finds
- Environmental topics such as creek rehabilitation works and replanting
- Stories about safeguarding local wildlife and flora
- Stories involving the delivery partners, e.g. specialised quarrying activities / products
- Stories about working in partnership, e.g., working alongside the team building the M12 and possible synergies
- Stories about community benefits.

The table below is a snapshot of media, social media and filming/photography opportunities.

Event/Milestone (indicative only)	Prime Minister/ Premier	Federal Minister for Infrastructure/ Minister for Transport	Local MPs	Local Council	Community representatives	Date	Photo (P), Video (V) Timelapse (T)
First sod turn	✓	✓	✓	✓	✓	TBA	P, V
First foundations						TBA	P, V, T
Halfway with foundations						TBA	P, V, T
First segment cast at precast						TBA	P, V
First segment delivered to site						TBA	P, V
First segment lifted and installed	✓	✓	✓	✓	✓	TBA	P, V
Foundations complete						TBA	P, V, T
Segments 50 percent complete						TBA	P, V, T
Segment lift over the water main trunk						TBA	P, V, T
First interaction with the M12						TBA	P, V, T
First works on the WSA site	✓	✓	✓	✓	✓	TBA	P, V, T
Installation of last segment	✓	✓	✓	✓	✓	TBA	P, V, T
Opportunity to walk on main deck	✓	✓	✓	✓		TBA	P, V
Completion/handover of surface works	✓	✓	✓	✓	✓	TBA	P, V

## Why plan for good news?

We need to forward plan to maximise the impact and extent of good news coverage across the traditional media, social media, web site and MetroConnect app as well as in community information materials such as project update documents and displays.

This is especially so when it comes to:

- Major media events or announcements where pre-production of video animations are required.
- Comprehensive, coordinated plans for on-site events involving both State and Federal Government Ministers
- Other activities such as the announcement of community engagement and public information sessions for site works.

## Why have good news?

Good news is a critical part of reputation management for the project.

It informs and educates all stakeholders in a positive manner about the project and reinforces the positive image of Sydney Metro and all key project participants.

It also builds a “trust bank” across stakeholder groups, introducing the project into the community in a positive manner.

Good news is also part of a broader process of reality messaging, where communities witness daily, real activities along the project footprint that simply states “this is real, and this is happening now”.

From a political viewpoint, good news represents a very tangible dividend on the investment which governments are making in a project, returns that manifest many years before the first passengers travel on the Sydney Metro – Western Sydney Airport line.

For local stakeholders, good news introduces and educates communities about a transport product that will benefit them for generations to come and generates a sense of ownership.

Good news also plays a valuable role in the internal communications process, keeping the team up to date on what is happening and giving them the opportunity to keep their friends and families informed as well. (Note, this needs to be within the confines of a social media policy for the project).

## Milestone action plan

Timing	Item	Description	Comments
August 2022	PUDCLP engagement	Critical prelude to the start of significant earthworks. Widespread engagement both in person and virtual.	Extensive pre-preparation for engagement collateral required, as well as booking venues etc. Collateral development commences May 2022
August 2022	Stabling area siteworks commence	Possible media event / ministerial visit	Event and communications plans required
September 2022	Site compound establishment commences	Photo opportunity	Project to provide Sydney Metro with video / stills for possible use on web, social media, app, etc

November 2022	Fencing of alignment starts	Photo opportunity	<p>Project to provide Sydney Metro with video / stills for possible use on web, social media, app, etc.</p> <p>Fencing the alignment sends a high-profile reality message to local communities that the project is underway.</p>
December 2022	Land clearing commences	Photo opportunity	<p>Project to provide Sydney Metro with video / stills for possible use on web, social media, app, etc.</p> <p>A high-profile reality message to local communities that the project is underway.</p>
December 2023	M12 bridge work starts	<p>Key Message: Work full steam ahead on two critical transport infrastructure projects for the new Western Sydney Airport</p> <p>Major news media opportunity, possibly also a Ministerial site visit</p>	<p>Event and communications plans required.</p> <p>Project to provide Sydney Metro with animations, video / stills for possible use on web, social media, app, etc</p>
February 2023	Luddenham site works commence	Photo opportunity	Project to provide Sydney Metro with video / stills for possible use on web, social media, app, etc
March 2023	Start of prefab, transport and installation of viaduct components	Major news media opportunity, possibly also a Ministerial site visit	<p>Event and communications plans required.</p> <p>Project to provide Sydney Metro with animations, video / stills for possible use on web, social media, app, etc</p>

March 2023	Assembly starts on the Warragamba viaduct ...longest on the project, 63 piers	Major news media opportunity, possibly also a Ministerial site visit	Timelapse cameras will capture the process with the eventual lift* over the pipeline the culmination of the works on this viaduct.  *Involves a delicate lift of the segments over the Warragamba Pipeline which will provide a great timelapse visual. This is not scheduled until 2024
April 2023	Airport Swale Road rail overbridge work starts	Drone footage. Video Photos	Artists impression / animation
May 2023	Earthworks complete for stabling area	Drone footage, video, photos	Media release, social media and web
Dec 2023	Wrap up on first full year's work	Media release, social media and web on progress in the past 12 months.	Look back on 2023, look forward on project completion in 2025
Jan 2024	Blaxland viaduct starts – 7 piers.	Photo opportunity	Animation, stills photos video and drone materials
Feb 2024	Completion of major earthworks	Media opportunity.  Drone fly over plus animation of finished product	Animation, stills photos video and drone materials
March 2024	Viaduct over un-named creek starts – 14 piers	Photo opportunity	Animation, stills photos video and drone materials  Possible opportunity for community / local schools to name the creek